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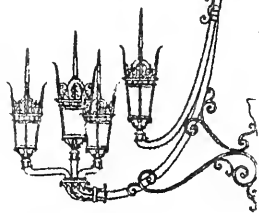
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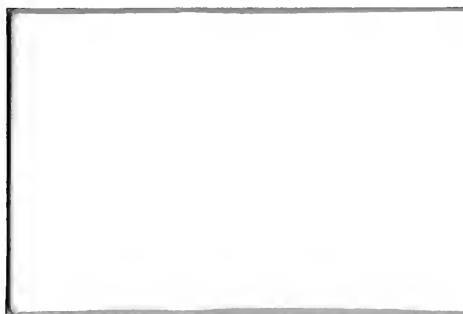
ANNUAL REPORT

July 1, 1975 - June 30, 1976

Center for
Community
Economic
Development

639 Massachusetts Avenue
Cambridge, Massachusetts 02139

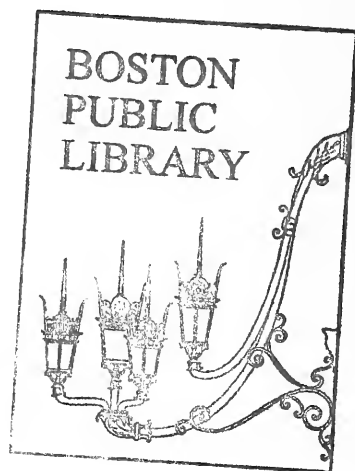
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Center for Community
Economic Development

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Introduction

This past grant year CCED operated for the first time within its new, tripartite structure, devised in the spring of 1975, which separates the research, public affairs, and administrative functions of the organization. The Center moved to new quarters in September, instituted new personnel and accounting procedures, and developed a refunding proposal that OED funded in late spring in the amount of \$1,361,230.

A wide variety of research projects were completed this past year, notable among them the first Census of SIP CDCs. Work continued on the national development banking project under a supplementary grant, and CCED's contract with the Institute for New Enterprise Development produced what we expect to be an extremely valuable manual on venture capital sources. Anticipating a second evaluation of the SIP program in the near future, a critical examination of the Abt Analysis of SIP CDCs was completed this year and will result in a forthcoming publication.

Public affairs activities at CCED, which respond to the broad mandate of exchange of information about community economic development, this past year saw an expansion of the Center's role as a community economic development resource as CCED switched to a new, typeset and more efficient newsletter format that features Spanish translations of key articles in each issue. The basic, informative pamphlet, Community Development Corporations, was also translated into Spanish and disseminated widely. With the cooperation of a number of CDCs, the first CCED slide show on CDCs was compiled and has gotten wide use by CDCs, CDC boards, consultants, and a variety of community groups, both locally and nationally.

As an outgrowth of organizing activities in the state for last year's First Annual Massachusetts Conference on Community Economic Development, CCED prepared and published a resource directory of Massachusetts community economic development groups. CCED saw its own work and that

of community economic development practitioners and state legislators crowned with success when the Community Development Finance Corporation bill was passed in December, providing for the first time anywhere a state law specifically designed to provide financial support to community development projects that are sponsored by CDCs.

CCED continues as an organization to maintain its resource and clearinghouse function by providing library and resource services to researchers and practitioners; preparing training materials and presenting training programs for community groups and boards; providing development assistance and consultation to CDCs and community groups; maintaining contact with national and regional organizations concerned with community economic development; consulting and negotiating with federal agencies that operate programs in areas critical to CDCs; preparing research and policy papers that support the community economic development environment; supporting and cooperating with the national membership organization for CDCs (NCCED).

The Center for Community Economic Development respectfully submits to the Office of Economic Development of the Community Services Administration this report on its activities from July 1, 1975 - June 30, 1976, under Grant #12085.

RESEARCH

RESEARCH

CONCEPTUALIZATION

The task of the research division of CCED is essentially to create or formalize knowledge about community economic development. To "create" means to develop new ideas (such as our work on a national development bank). To "formalize" means to abstract generalities from the experiences of individual community groups. Since most applicable knowledge about community-controlled development will be created by practitioners--groups who are practicing what would otherwise remain theory--most of CCED's task will be to examine and draw conclusions from such field experience.

To "formalize" does not mean simply to report what people say or do. Each individual experience has generalized and idiosyncratic components. It is difficult and unnecessary for a community group to distinguish between the circumstances unique to that community and those that are shared in common. It is also difficult for a small group to document its activities for the good of "the movement" in general. Thus CCED serves two basic functions in formalizing locally created knowledge: (1) We can document the experiences of groups and, (2) by comparing them, we can abstract those elements that are common to all (as well as some of the variations that may be expected within) community development undertakings.

In order to abstract common elements from diverse experiences, CCED needs to start with a theoretical conception of the field. This "model building" allows us to specify which activities are intrinsically the same, even though they will be different in some details. At one level this exercise is trivial. Observations of food stamp vending describe those groups engaged in vending food stamps, for example. Yet in our perception food stamp vending is an example of a service paid for by the government and provided privately. We could have included hot lunch programs in that study. The theory is necessary to explain why hot lunches and food stamps are the same--they are not the same because they both deal with food but because they involve a similar conception of community group service to its constituency under contract to government.

In last year's annual report CCED presented, for the first time, a theoretical framework and a methodological approach to research (a series

of questions asked of each topic within the research outline). As stated then, "the outline is not immutable. Through experience, we will rearrange our thinking, add, subtract, rename, and so on." We have done so, and have gone somewhat further--we now postulate that we are involved with several fields, each of which can be outlined. Obviously, the outline form is linear, while the world is not, which means that the outline, if adhered to rigidly, prohibits exploration of interesting and possibly productive tangents.

We will present one outline here, that which focuses on activities of individual community development groups and tries to frame a logical, almost chronological, series of questions. Larger questions about solutions to poverty and government policies are not our concern for the moment, even though they are part of CCED's interest. (They would be dealt with in yet another outline that would focus on policies and activities in support of community development; this one focuses on the activities of the community groups themselves.)

RESEARCH OUTLINE

COMMUNITY GROUP FOCUS

- I. Framework (the situation in which the group is operating)
 - A. Ideology
What are the group's attitudes toward profit, absentee landlords, worker control, overall planning, entrepreneurship, cooperative enterprise, etc. ? What are the attitudes of the rest of the community, of the local power structure, government, etc., toward these issues ?
 - B. Government Restrictions and Opportunities
National and local programs, laws, funding requirements, etc., all of which may absorb some of the group's energy.
 - C. The Economy
National and local, a basic description of the economy is necessary to assess development strategies.
- II. Community Group Goals
What specific problems have brought the community group together ? What are the priorities ? What is the vision of the future ? For example, does the community want to keep out industry to maintain

certain kinds of residences; does it want to attract certain kinds of business?

III. Plan

The plan combines a knowledge of what the community is like with the goals, and specifies future activities, and their location, and timing.

IV. Strategy

There is still the question of the institutional structure within which the plan is to be effectuated. Who is responsible for social services? For business ventures? How is the community group organized to monitor the various aspects of the plan?

V. Implementation of the Strategy

What will the structure of ventures be, their finance, control, management? What other sources of funds or energy are there? Will ventures be purchased or started, moved into the area, kept on the fringe, etc. ?

METHODOLOGY

(For each item in this or other research subject outlines there are systematic questions to be asked.)

Theory

What can one expect, in the abstract. For instance, what would a national development bank look like if there were one?

History

What experience has occurred in the area? What lessons can be learned from previous experiences? Why is this an issue at this time?

Enumeration
and
Description

What exists already? What institutions perform services similar to the ones under consideration? Minimally, this is a listing of events or institutions. Ideally, it is a listing with relevant characteristics.

Relevant
Analogous
Experience

What information is useful in evaluating the data gathered above? What experience is there which, while not directly bearing on the question, helps to understand it? For example, what is the experience of EDA-sponsored projects if the subject is SIP projects?

Analysis

The data is put through a predetermined set of transformations to extract generalities. The simplest form of "analysis" is the average of several observations. Cross-tabulations, or computer-oriented techniques, like regression or factor analysis, can be used. Some analysis requires only the demonstration of existence

(showing that something can be done, not that it is usual).

Evaluation	Criteria for determining further action based on the analysis of the direct and analogous data. Conceptually, the evaluation stage is the first stage, as the analysis should produce data which will relate to the criteria on which action will be based. Evaluation is the action part of the "theory" stage.
Recommendation	This may be in the form of "if this, then that." Research focused on communities cannot recommend action except action contingent on certain conditions being present including that the action fit the community group's ideology and conceptions. (For example, if the evaluation finds community vegetable canneries reasonable at all, the recommendation sets out under what conditions they are deemed to be so.)

These questions can be combined with any research outline to form a conceptually complete research project. It is not possible, of course, to carry all projects through all stages, though we do this in the largest projects (such as the development bank). We also have research projects, particularly in data collection, which are deliberately restricted to part of the methodology. A good data base can be used for many specific questions, and can be constructed and maintained on its own. If the data base is constructed from an outline such as the one presented above, then it should contain information on all the areas mentioned. If the outline is written down the side of a sheet of paper, and the methodology across the top, then a data collection effort concentrates on a column--providing "Enumeration and Description" for many research questions. On the other hand, a problem-oriented project, such as investigating community canneries or the establishment of a development bank, looks across a row, past many columns of the methodology.

It is therefore difficult to organize the presentation of CCED research, as there are both row-oriented and column-oriented projects. There are also projects which refer to different outlines. Consequently, we will simply enumerate the projects and indicate their orientation within each description, except for some attempt to organize them by type.

DESCRIPTION OF PROJECTS *

DATA COLLECTION

CCED has been building a capacity to gather, organize, store, and recall data. This includes direct data about community development groups and their activities, and relevant analogous experience (activities of other groups from which community-based groups might learn). Data are stored in files by group and by subject, as well as on computer cards. They include qualitative and descriptive materials as well as quantitative material.

Census

CCED produced its first Census of Special Impact Program CDCs in the fall of 1975. This basic document lists the SIP CDCs, their ventures, and some effects of the program (jobs created, payroll generated, profits or losses), as well as a cross-listing by industry; it focused on the fiscal year July 1973 - June 1974. After a limited circulation we prepared a revised edition in which we corrected errors or ambiguities that had been brought to our attention.

Work on a second Census, covering the period July 1974 - June 1975, began in January 1976, and is scheduled for release in September.

The first Census provided detailed information about each venture, but later Censuses will contain more condensed, summary information about selected data aggregates. This will allow us to maintain the ability to investigate issues which require disaggregated data without releasing these data to the public where it might be inappropriate to do so.

Data Base

In April 1976, a separate, more long-term project spun off from the preparation of the second Census. This project will advise and recommend to OED changes in quarterly report forms and procedures, coordinate with OED in its attempt to computerize its own data, and eventually computerize our entire SIP data operation, either by tying into OED's system via a remote terminal, or by some batch processing data transfer system.

* See Appendix A for a report on the status of research projects, and Appendix B for a report on the progress of these projects over the course of the fiscal year.

CAA Activity in
Community Economic
Development

In FY 1975 CCED contracted with Communities in Action Together to survey Community Action Agencies nationwide and report on their involvement in community economic development activities. Although CAT was unable to complete the contract, it did turn over to CCED the survey materials and some preliminary analysis, which the Public Affairs division utilized as the basis of a two-part newsletter article in the March and April-May issues of the Newsletter and has relied on in discussion with and assistance to other CAAs.

Non-SIP CDCs and Other
Local Groups

With data collection about SIP-funded CDCs organized on both a short-term and long-term basis, we have turned our attention to finding out about other community development organizations and their activities. This work is being undertaken in the current fiscal year.

VENTURE FINANCE

CCED maintains an ongoing interest in how ventures are financed and how they might be financed. This includes seeking knowledge about sources of funds and the intricacies of financial arrangements.

State Development
Finance

CCED provided assistance in the creation of a state-sponsored community development finance institution in Massachusetts, the first in the country specifically established to finance business enterprises in low-income communities through CDCs. A bill to create the Massachusetts Community Development Finance Corporation was introduced in the legislature in 1975, passed on December 31, and signed by the Governor on January 6, 1976. Belden Daniels, who had been on contract to CCED for this and other development finance work, now is staff director of the Governor's Task Force that is organizing the corporation.

With this experience, CCED is now preparing to survey other states to determine their interest in similar institutions, and, if feasible, to establish a coordinating unit among interested states, to be paid for by the states and private subscriptions.

National Development Finance

Under a supplemental grant, CCED continued its research into establishing a national development finance institution, an activity that was part of the mandate Congress set for CSA/OED. We now have one person on staff full time on this project and expect to be able to make a definitive report to OED in the coming fiscal year.

Sources of Venture Capital

During the last fiscal year, CCED contracted with the Institute for New Enterprise Development (INED) for research on the sources of capital available to CDCs and the requirements for tapping into those sources. A manual on venture capital sources, "Sources of Capital for Community Development Corporations," was completed in February 1976 and will be available in August 1976.

VENTURE ACTIVITY

Food Stamps

CCED investigated the vending of food stamps as a potential CDC activity, using as samples for the study examples from TELACU, East Boston CDC, and several CAAs and non-SIP CDCs. This project has been completed; a summary of the findings appeared in the March CCED Newsletter and the full research report is currently in production for forthcoming publication.

Land Acquisition

CCED has been following for some time the purchase of a parcel of waterfront land by the East Boston CDC. Our research evaluates whether the venture satisfied OED criteria, and what benefits accrued to the community and the CDC. This study is available in the CCED library.

Acquisition Overview

CDC ventures fall in the category of either start-ups or acquisitions; the latter has been a subject of increasing interest recently. Under contract to CCED, INED has produced an overview of how businesses are acquired, and what considerations apply in selecting and negotiating to acquire a business.

Other Work

CCED prepared a summary of SIP-CDC loan fund activity for NCCED, and has prepared other summaries from our data collection. We are embarking on a series of cross-section studies of venture activity with the goal of determining what kinds of ventures CDCs do well at, and communicating basic information about ventures to interested community groups.

One example, which began in the past fiscal year, is a study of community food processing ventures; these, similar to food stamp vending, are more prevalent among CAAs than among CDCs. This study will be completed in the fall of 1976.

CDC/GOVERNMENT RELATIONS

CCED has maintained an interest in the relationship between CDCs and local government on two grounds. First, local government represents the same people the CDC represents, and the CDC may be seen either as a rival or as a complementary organization. It is important for the movement that the relationship is defined and conducted as the latter--a mutually beneficial activity. Second, there is considerable advocacy for moving toward decentralizing local government with emphasis on the neighborhood level. The question of where the CDC fits in must be faced.

Survey of Local Government Relations

Beginning in July 1975, a survey questionnaire was developed in conjunction with NCCED to identify the ways in which CDCs and local governments interact. Part of the questionnaire identified funding sources other than the Special Impact Program (these were included as an appendix to the Title VII Home Report). Three CDCs are scheduled to be studied in depth to complete this work.

Contracting with Government

Can CDCs perform local services under contract to the local government? A contractor has been studying the procedures, policies, and circumstances under which government service contracts are awarded. The goal is to identify potential contractual relationships for specific services paid for by local government and administered by local agencies such as CDCs.

This project has analyzed city budgets, contracting requirements, and general procedures,

to identify those areas most amenable to CDC venture activity. A report will be issued in the coming fiscal year.

Neighborhood Government

As part of the local government relations project, CCED held a small conference at its quarters at which different views of the viability of neighborhood government were presented. In June, we started to review theories of neighborhood government and survey activity in that direction. A staff report scheduled for completion in the fall will assess the immediate and long-term implications of the neighborhood government program on community economic development.

OTHER CDC STUDIES

Legal Structures

The study of the legal structures of CDCs--what they are and how they operate--is continuing. The first phase was a census of the formal legal structures of Title VII CDCs. In the second phase, our contractor visited ten CDCs to get a sense of informal structure and the legal history of the group. He has written extensive descriptive memoranda, and is now putting together a report that will analyze the structures and attempt to draw conclusions about the possible effects of legal structure on the operations of CDCs. The final product should be helpful in guiding new CDCs.

Input-Output Analysis

After Bokonon Systems completed an input-output study under contract to OED, CCED held a conference to review the work on March 1, 1976. The study measured the impact of a CDC (Job Start, in this instance) on its local economy in terms of, among other things, the number of jobs it supplies, the amount of payroll provided the community, and the amount of it which is spent locally, and the amount of outside funds brought into the community as a result of the CDC's activities. Many of those who had attended our conference a year earlier on a review of the University of California work in this area were present, demonstrating a continued concern. CCED has since arranged to publish the Bokonon piece.

Economic Impact

CCED contracted with Bokonon Systems to reduce its input-output matrix for the Job Start impact area for comparability with the one prepared last year by contractors at the University of California at Berkeley. The Bokonon material, together with excerpts from the April 1975 conference, the original papers from Berkeley, a reply by three Berkeley researchers to the Bokonon piece, and an evaluative introduction, are being prepared for publication this year.

Evaluation

The CCED project to analyze the OED experience with Abt Associates' evaluation of the Special Impact Program was completed this year. The project had two goals: one was to draw conclusions from the data and observations on the Abt reports and files; the other was to develop data-handling and analysis procedures for the next major SIP evaluation.

The completed report contains a history of the evaluation contract--how Abt obtained it and the role of OED in monitoring it; it also contains selected material from the evaluation literature, and suggests a chronology and method for OED's consideration when contracting for and monitoring the next evaluation.

The report was sent directly to OED, but is also being considered for publication by CCED.

OTHER RESEARCH

Energy

CCED performed some research on the use of energy by poor people, under contract to CAP/Energy, pursuant to that organization's attempt to influence the Massachusetts Department of Public Utilities to adopt a "Life-Line" or other equitable rate schedule. Subsequent to that research, we were visited by advocacy groups from other states who were seeking advice on their research toward a similar end.

Alternative Methods of Economic Development

We have a continuing interest in federal programs other than the Special Impact Program, to find comparative data and alternative methods of economic development. This past year CCED analyzed Economic Development Administration evaluations and distributed work of the Center

for Community Change on EDA to the Title VII CDCs.

Other Data Analysis

An analysis of defense expenditures as related to job creation was also completed as part of a larger, ongoing project supplying comparative data for our analysis of SIP-CDC performance.

Funding Sources

CCED is exploring additional sources for its own funding and is actively responding to RFPs requesting the kind of research we are interested in and capable of performing. A proposal to EDA this spring to review regional development literature was not accepted but opened up possibilities for future EDA studies. We have since responded to an RFP from the Social and Economic Opportunity Council of Massachusetts to help the Council examine the effect of the Massachusetts budget on low-income residents.

PUBLIC AFFAIRS

PUBLIC AFFAIRS

The fundamental task of CCED's Public Affairs division is to foster a deeper understanding of the community economic development program and its goals. This effort takes various forms, such as compiling resource directories, holding and attending conferences, briefing public officials, contacting other research groups, and supplying development assistance to community groups; it also uses various media and reaches vastly different audiences, from community groups in the first stages of organization to CDCs with funding in the millions of dollars, from local legislators to government agencies, from students to more sophisticated researchers.

COMMUNICATION AND INFORMATION EXCHANGE

Newsletter

The CCED Newsletter is one of the primary documents that represents the organization to the field. Increasing subscriptions and an abundance of material to distribute prompted CCED last fall to change the format of the newsletter from an in-house-prepared, typed publication to a more professional and efficient, typeset version. Preparation for this changeover began in September with staff conferences, a readership survey, and consultation with a professional designer. In January, the first issue in the new format was published.

In addition to its standard features -- the News Notes, Job Market, Workshop and Information Exchange columns -- the newsletter carries articles on legislative/policy analysis, research, and community issues. Our efforts are coordinated with those of the National Economic Development Law Project in Berkeley and NCCED; the Law Project and CCED newsletter are on alternating monthly schedules. (Mailing lists are to be coordinated as well.) CCED's current distribution figures are 2,300: 1,300 copies to CDCs, community and resource groups; 700 to CDC board members; and 300 for general distribution.

Also, beginning last September, one major article in each issue has been translated into Spanish.

Annual Report

Last fall staff undertook the production of an annual report that would be suitable for more general distribution. The final result, published in April of this year, is an attractive brochure that contains a short history of the organization since inception, and a concise summary of activities conducted in 1974 and 1975. Copies have been distributed to CCED's board of trustees, CDCs, OED personnel, and a number of community groups with which CCED has worked. The remainder will be used for fund raising and public affairs purposes.

CDC Pamphlet

CCED is designing a series of basic, nonperiodic pamphlets to help field groups enter the area of community economic development. The first in this series -- the 16-page pamphlet, Community Development Corporation, which was published in 1975 -- was translated into Spanish this spring and widely distributed, in response to a need expressed by the Chicano CDCs for materials that can be used by non-English-speaking people.

Slide Show

In response to a need in the field for visual materials, several versions of a slide show were prepared this year, with the cooperation of the CDCs involved. The first version, which was primarily descriptive, used slides from the Mexican-American Unity Council, Job Start, Bedford-Stuyvesant, The East Los Angeles Community Union, and Central Coast Counties Development Corporation, and was shown at a conference of southwestern Spanish-speaking CDCs in Phoenix in August; at an orientation conference for new CDCs in Boston in September; and at a board training session at Delta Area Developers in Arkansas in September.

A second version described the general concept of community economic development, using as illustration many of the original slides plus additional ones from Hough Area Development Corporation, East Boston CDC, Lummi Tribal Enterprises, North Lawndale EDC, Circle Venture Capital Fund, and the Community Enterprise Development Corporation of Alaska. This version was shown at orientation sessions for community groups, at a New Orleans Urban League conference on community economic development, and at a training seminar for the Anacostia EDC in Washington, D. C. Portions

of the slide collection were loaned to the National Legal Aid and Defenders Association Conference held in Seattle, Washington, and to the Community Services Administration's Public Affairs Division.

This second version was revised to focus on the strategies used by CDCs to revitalize urban and rural neighborhoods -- business development, land development, housing programs, social services, and so forth -- and a duplicate set prepared due to the demand for the show. A tape of the text accompanies the slides.

The slide show was sent out on request for board training purposes to a large number of CDCs*, as well as to various consultants. It has been extremely useful to the CCED Public Affairs staff during community development assistance sessions.

Revision and updating continue; a Spanish translation of the script is now in process. CDC public relations staff -- Job Start Corporation, MAUC, North Lawndale, and others -- have offered valuable feedback. All comments are being considered, as are means of improving the show and accumulating additional slides.

Training Kits

Sets of basic, written materials on the CDC concept and the Title VII program, which are aimed at giving groups interested in starting a CDC a quick perspective of the field, have been compiled. (These were first assembled for the OED/CCED new grantee conference held in September, 1975; subsequent use for training purposes has led to their updating.) The materials include an OED Policy Statement; Planning for Community Economic Development, Bokonon Systems, Inc.; Alternative Models for CDCs, CCED; Community Development Corporations, CCED; and profiles of Title VII CDCs.

Translations of OED instructional material into Spanish have been prepared by Pepe Reynolds of Campesinos Unidos for CU's board and staff

*Lokahi-Pacific, Job Start, Northern Community Investment Corp., Hunts Point LDC, Chicanos Por La Causa, Anthra-Penn CDC, CEDC of Alaska, SEED Co., and Tri-Island EDC.

and sent as a courtesy to CCED. Eventually a kit of materials for Hispano-Americans will be available.

Case Studies

Case studies of CDCs are frequently requested by field groups and policy makers. As examples of ongoing community economic development field projects, they bring to the surface policy issues of concern to the CDCs and OED, while at the same time they serve as much-needed information sources for groups interested in starting a CDC and wishing to know what has been attempted elsewhere.

The problems encountered in preparing and publishing case studies, which include relationships with CDCs being studied, the quality of research and writing, and need to collect comparable data, have been reviewed at length this year and a general outline of the material to be gathered for each study has been developed.

Assistance in acquiring better interviewing techniques was donated to CCED by the Oral History Program of the Massachusetts Institute of Technology. Five members of the research and public affairs division took part in a series of seminars on interviewing techniques and understanding the nature and problems of compiling an oral history. MIT has offered to make its tape interviews and transcribing services available. The short-term goal of this collaboration is better training in field interviewing and in the primary methodology used in preparing case studies.

CCED in addition has two long-range goals for this project: to establish a library of taped interviews of the people involved in the CDC movement that can serve as resource material for research, and to impart oral history techniques to the CDCs so that they can establish their own collections of histories for research, public relations, training, and orientation purposes.

In progress. Stewart Perry has submitted a first draft of a case study of Roxbury Action Program (RAP), a Boston area CDC that is operating without federal funds.

Larry Parachini has been hired to write a case study on the CDC in Alaska. Some staff work has been done to prepare for short studies of the Greater Roxbury Development Corporation and the North Lawndale EDC bank project. Exploration of the possibility of a case study of the MicMac Indians in Canada has also begun.

OED AND TITLE VII

Providing support for the Title VII program is one of CCED's major functions. An important part of this work is our program support activity with the Office of Economic Development, the unit within the Community Services Administration that administers Title VII. For example, we have worked extensively with OED to redesign the quarterly report form that OED requires from the CDCs. Other examples of such program support are listed below.

Title VII "Home" Study

Materials were prepared by CCED this year for use by the staff of the Joint Senate-House Committee that was called for in the Community Services Act of 1974 to study the appropriate government "home" for Title VII. A committee whose function was to coordinate the work done by the various support groups (consisting of representatives of NCCED, the Berkeley Law Project, CDC staff, and CCED) met several times in Washington, D. C., Chicago, and San Francisco to review the progress of the data collection. Larry Parachini was hired by CCED to finish the job of collecting and analyzing information on the CDCs, CSA, and other federal agencies. His draft materials were thoroughly reviewed and field suggestions were incorporated by CCED public affairs staff. Three appendixes to this study were presented by the research staff of CCED (see Appendix G: "Publications, Memoranda, and Reports"). All this information was forwarded to the joint committee for use as background materi

History of CDC Legislation

A documented history of the Title VII legislation, prepared by Cecil Butler, attorney and general manager of the North Lawndale Economic Development Corporation, was completed this year, pursuant to a CCED contract originally let to Action for Community Economic Development and later transferred to NCCED. Former CCED director Stewart Perry, working under

contract to CCED, evaluated this history and other legislative history documents for content and accuracy.

CCED plans to produce a definitive document during the coming year.

New Grantee Conference

At OED's request, CCED planned and conducted a two-day seminar in September for groups that had recently received OED planning grants. The objective was to give the new CDCs some perspective on the program and to help them understand what OED expects of them. Eleven OED staff members attended as well as representatives of eight of the nine new grantees. A full report of the conference appeared in the September newsletter. Ideas for a follow-up to this program are being considered.

OED Staff and Policy

CCED held three meetings with OED staff to discuss CCED's activities and how to better meet OED's and the CDCs' needs; these led directly to the new grantee conference mentioned above.

Susan Horn-Moo provided legal assistance to OED staff in answering General Counsel's questions regarding the legality of continued funding of demonstration programs under Part D of Title VII.

Training Task Force

CCED staff met with representatives of OED and NCCED to form a task force to reassess the problems of OED technical assistance and training for CDCs. DeForest Brown was asked to be a member of the task force.

This task force, which is reviewing the problems and needs of the CDCs for staff and board training, met in January at the NCCED Annual Meeting to discuss delivering training to CDCs in keeping with their needs. Horn-Moo attended an earlier session with several possible suppliers of training and technical assistance, at which the best way to handle training on a national basis was discussed. Topics included a possible national training center with continuous courses to which CDC employees could be sent; the need to develop training materials that could be used by each CDC and implemented by the trainer of their choice; and the alternatives

of a national contract to a trainer, or a series of regional contracts. The task force met again in early April in San Francisco to review a draft proposal to OED by NCCED to set up a separate training center for CDCs.

NCCED Support

One of the major ways in which we have supported the Title VII program has been by supporting the CDCs' membership organization, the National Congress for Community Economic Development (NCCED). CCED continued work with NCCED on the Title VII "Home" study committee and on designing a questionnaire for the CDCs on their relationship with local governments. Copies of the Massachusetts Resource Directory (as well as a report on the statewide conference and a planning design for a coordinating council) were sent to NCCED in the fall to serve as a model for regional organization of CDCs. NCCED asked that CCED invite the Massachusetts community economic development groups represented in the directory to NCCED's annual meeting in January.

CCED gave presentations at both the Washington and San Francisco quarterly meetings, and helped new executive director Phil LoPresti design his work program and priorities for NCCED.

In addition, at NCCED's request, CCED prepared extensive back-up materials on the status of the CDCs and their need for capital, as well as the funding history of the program, for use in preparing testimony for John Kearsse in his appearance before the Senate Appropriations Committee.

Public Affairs staff became aware of Senate Bill 2617, introduced by Senator Johnston, which would have combined all federal programs involved with minority business into one agency. Staff analyzed the bill in terms of its possible impact on the Title VII program and made the analysis available to NCCED.

In June CCED prepared an orientation program for new board members of CDCs to take place at the NCCED July quarterly meeting in Atlanta, and began planning for a training session for CDC planning staff to take place at the NCCED October quarterly meeting in St. Louis.

DEVELOPMENT ASSIST- ANCE

Development assistance to community groups is one of the mainstays of CCED's advocacy and support functions. Groups and individuals visit, write, or call CCED from all areas of the country -- and even other parts of the world -- in search of general information about CDCs and economic development; legal assistance regarding incorporation and bylaws; information about land use and development, manpower data and employment, organizing strategies, fund raising and proposal writing assistance; and board training.

Our first priority is to respond to all requests of the Title VII-funded CDCs. One of the major types of assistance we offer is board of director orientation sessions on the Title VII program -- its concept, its history, board member responsibilities and how they can fulfill them. These orientation programs last from half a day to 2 days and are also designed to respond to specific board problems at a particular site. Listed below is a description of assistance activities; this does not, however, include our provision as an ongoing program activity of CCED publications, reprints, and other resource materials.

Special Impact CDCs

Anacostia Economic Development Corporation. In response to an OED request, CCED assisted in a training session for Anacostia Economic Development Corporation, a planning grantee, in Washington, D. C., and arranged for Philip LoPresti, then of East Boston CDC, and Eric Grey of Circle Venture Capital Fund/Greater Roxbury Development Corp. to attend the training session to speak about their field experiences during the planning year.

Chicanos Por La Causa. At the request of the CDC, staff attended a board meeting, and conducted a board orientation session.

Delta Area Developers. DeForest Brown and Susan Horn-Moo ran a weekend board training session for Delta Area Developers in Memphis, covering history of the CDC program, as well as general concepts and specific development strategies, and OED policies and instructions. DAD's Articles of Organization and bylaws, the role of the board, and conflict of interest problems were discussed at length. CCED assisted in redrafting the bylaws, offered assistance on cooperatives, and provided

material on Local Development Corporations.

East Boston CDC. East Boston CDC requested a list of CDCs that operate loan funds. Using our census data, CCED responded with a precise breakdown of all loan funds, including what kind of fund was involved. In other assistance, executive director DeForest Brown participated in a EBCDC board training session this spring, and at EBCDC's request staff investigated a potential contractor.

Economic Opportunity Commission of Nassau County. CCED's executive director was asked to attend EOC's annual board training session to speak about economic development. Census information and publications on industrial parks were also provided.

Greater Roxbury Development Corporation. CCED research staff worked with GRDC (formerly Circle Venture Capital Fund) to prepare a survey instrument for obtaining and publicizing area residents' views. Assistance in formulating an Overall Economic Development Plan was provided, as was assistance in designing a complete training program for the CDC's board.

Impact Seven. Staff responded to a request to review an investment opportunity Impact Seven had been considering; CCED's financial analysis incorporated a suggestion that a convertible debenture be used in order to cover some of the risk the venture presented.

Job Start. CCED offered advice to Job Start on obtaining legal counsel as well as information on OED's nonfederal share requirements (how that portion of a venture bank loan that is paid back during a given year can be counted toward the nonfederal share, and the impossibility of blanket waivers).

The CCED library compiled a bibliography for Job Start on management of cooperatives, and provided materials on comparison of Title VII CDCs with others; CCED also provided slides and materials for board orientation and referral on size and scale issues.

Lokahi-Pacific. At Lokahi-Pacific's request, CCED provided this CDC with a copy of our new accounting procedures manual.

Northern Community Investment Corporation. CCED provided NCIC with copies of economic development plans prepared by rural Special Impact CDCs and offered advice on Small Business Loan regulations.

TENCO. CCED staff met with the acting director of TENCO to review the CDC's staffing problems, a session that covered job descriptions as well as recruiting methods and general salary levels.

Tri-Island Economic Development Council. Several staff members conferred over a two-day period with this CDC on its Overall Economic Development Plan, suggesting changes and additions. CCED also provided its slide show and relevant publications for a board training seminar.

Others. CCED provided information and referrals to Campesinos Unidos on food cooperatives; supplied Natchitoches EDC with information on board training, OED reporting requirements, MESBICs, and planning and recruitment; sent requested publications to the Mexican American Unity Council, Union Sarah EDC, Opportunity Funding Corporation, and Northern Community Investment Corp.; and provided information on a Native American technical assistance group to Midwest Minnesota CDC.

CCED gave legal advice on the divestiture issue and special conditions of grants to Hough Area Development Corporation; gave referral aid to Union Sarah EDC in locating a financing source for land development; provided slides for board training to Hunts Point CDC; provided publications to Anthra-Penn CDC, Northern Cheyenne CDC, Central Coast Counties CDC, and Opportunity Funding Corporation; and at the request of Central Coast Counties Development Corporation sent publications to other newly formed community groups in California with whom CCCDC is working.

In February, executive director Brown made a trip to California for the explicit purpose of becoming better acquainted with and understanding the needs of three CDC operations there (Central Coast Counties CDC, Campesinos Unidos, and TELACU).

Cynthia Rose visited Denver CDC in late March to write a newsletter profile of DCDC and its activities; she also took slides to supplement the CCED slide show collection.

Rudy Yaksick visited the Zavala County CDC in Crystal City, Texas, in late June, to gather information on CDC activities in the Southwest.

Community Action Agencies

During this grant year the CAAs have greatly increased their interest in community economic development, and this increased activity resulted in a heavy demand for information and development assistance from CCED. Our efforts in this area were reflected in part in a two-part series of articles on the relationship between CDCs and CAAs in the Newsletter (March and April-May issues). Work with specific CAAs is itemized in Appendix C.

In addition we made an effort to find a collective way of aiding groups in New England. Staff had a series of meetings with representatives of the New England CAP Directors Association (NECDA) concerning co-sponsorship of a workshop for CAAs on economic development involvement without Title VII funds. The workshop grew into a full-scale, two-day conference in New Hampshire in April, in which CCED worked with NECDA on the agenda and the choice of speakers, and provided a major part of the substantive presentations.

As a follow-up to these activities, CCED continued to meet during the spring with the New England CAP Directors Association and Regional CSA to discuss how best to meet the needs of the CAAs as they begin to think seriously of economic development. We are drafting a plan for the delivery of technical and development assistance to the CAAs.

Other Community Groups

Remaining staff resources were used to meet the needs of a variety of other community-based groups seeking to enter the field of community economic development. Appendix C lists those organizations and the type of assistance we provided -- from consultation on organizing strategies and extended discussion about the concepts embodied in the Title VII program, to provision of publications and other resource materials.

General Assistance

General Information and Publications. In addition to field groups, CCED, through its library in particular, aided private consultants, other national support and advocacy groups, university departments and individual researchers, law firms, social service agencies, foundations and charitable organizations, and local planning agencies, providing the same type of assistance as mentioned above -- supplying resource background materials on the Title VII program and community economic development in general. See Appendix C for specifics.

Relationship with Government Agencies

A number of requests relevant to community economic development came to us from government agencies, at the federal, state, and local level. A number of these contacts are detailed in Appendix D.

CONFERENCE PARTICIPATION

CCED makes it an active part of its public affairs program to keep abreast of legislative and policy developments by attending and participating in -- and even helping to organize -- conferences and workshops sponsored by various groups around the country. These are listed in Appendix E.

REGIONAL RESOURCE MOBILIZATION

Although CCED aims primarily toward a national audience for most of its projects, some work is also done locally -- in Boston, in Massachusetts, and in New England. The reasons for this are threefold: 1) we have an obligation to our home region; 2) our physical location makes us an easily accessible resource for local groups interested in community economic development; and 3) we view our New England work as providing models that can be duplicated elsewhere in the country. Local projects are a cost-effective way to gain experience of value to the field in general, and for this reason we have conducted several state and regional projects during the past grant year. Some of these are detailed below; other of our activities at the state and regional level are detailed in Appendix D.

Massachusetts Resource Directory

A directory of all community economic development groups in Massachusetts was published in the fall and sent to the 400 resource groups listed in it as well as made available to the public, to NCCED staff, and to regional vice-

presidents. A conference report from the First Annual Massachusetts Conference on Community Economic Development was distributed to those attending the conference.

CCED went forward with the organization and planning of a Massachusetts Coordinating Council. The completed report, "Planning Design For a Massachusetts Coordinating Council," is based on a series of meetings and interviews with 20 community-based groups operating throughout the Commonwealth. It sets forth a planning design for addressing the statewide needs of community-based groups working in economic development. The report contains a needs assessment as well as an implementation strategy that isolates both long- and short-range objectives.

NERCOM/CSA

CSA and the New England Regional Commission each recently contributed \$300,000 to a jointly administered fund that is to be used to support proposals for income-producing enterprises that are viewed as capable of becoming self-sufficient. All projects must include provisions for use of CETA slots; must attempt to coordinate with other agencies; and must be constructed so that they can incorporate a creative use of other funding sources.

CCED made several suggestions for improving this RFP and tried to help CAAs and CDCs obtain an extension of the deadline for applications. In this connection, Susan Horn-Moo and DeForest Brown met with a staff member of the Massachusetts Lieutenant Governor's office (who is the state representative to the regional committee that is running the grant) concerning the selection criteria to be used in deciding on grants. Staff also spoke with NERCOM representatives and met with the potential grantees to discuss their problems.

CCED is particularly interested in this project because to our knowledge it is the first time any regional CSA office has become involved in a grant program for systematically funding CAAs to do economic development. It is certainly the first time that a regional commission has looked at community economic development and been prepared to give money to be used as capital. We believe that this project could be a model for other regions of the country.

Massachusetts Law Reform
Institute

Work with the MLRI has centered around legislation affecting Massachusetts CDCs, housing for local groups interested in CDCs, and a joint project for training East Coast lawyers to do CDC work. Staff members have met with Marcus Weiss to discuss how his work on manpower and the CDCs could be utilized, and to review some legislation before Congress for merging OMBE with SBA that could have an impact on minority business development.

"Breakfast" Seminar

Various staff members continued their participation in State Representative Mel King's weekly economic development breakfast group, which meets to discuss ways to improve the state's economy, particularly through community development. The group originally began meeting to draft a bill that would make Massachusetts one of the first states to empower the establishment of a community development finance bank. The Governor signed the bill into law in early January, but the House and Senate have not yet authorized the \$10 million bond issue necessary to capitalize the corporation; several issues still need clarification, such as capital formation, the most efficient job delivery mechanism, and a coordination between agencies.

ADMINISTRATION

ADMINISTRATION

BOARD OF TRUSTEES

A year and a half before the beginning of this funding period CCED underwent a substantial reorganization of its board structure, so that it would better reflect the principles and the constituency that we seek to serve. The board as now constituted has a substantial number of representatives who are directors of local community economic development projects -- the CDCs. The major minority groups involved with these projects -- blacks, Chicanos, Native Americans, and white ethnics -- are also represented. In addition, a seat on the board is set aside for the National Congress for Community Economic Development.

There have been other changes as well. Some of the members who had served previously were replaced and the board was expanded from 13 to 15 members. Two new board members, representing the business and professional community in Boston, were elected in December: Frank Jones and George Lodge. (A list of the current trustees appears in Appendix J.) During the past year the main activities of the board were to review changes in staff structure, to participate in discussions concerning program goals, and to review program progress.

The new slate of officers elected at the annual meeting in December 1975 is as follows: President, Eric V. Grey, Jr.; Vice President, Philip LoPresti; Clerk, John Patterson; Treasurer, Elbert Bishop.

INTERNAL ADMINISTRATION

CCED decision-making processes continue to be subjected to intensive staff examination. In January 1974, CCED began an experiment in decentralization of authority and responsibility. The main instrument of this attempt at participatory democracy was the establishment of a steering committee. This experiment was directed primarily toward the goal of staff development. Because of this mechanism, more staff have been able to participate in the direct administrative and policy-making process and all staff are better informed about our program and goals. Thus far nine staff members have served on the steering committee. Of that number seven are still on staff, so that the benefit of that experience

continues to be fed back into the organization.

In the last year, staff turnover was kept to a minimum; we feel this is a positive factor that affects staff capacity to serve CDCs and OED more effectively.

Library.

The CCED library collection contains over 600 volumes, 5,300 documents, 162 periodicals, 8 newspapers, and the beginning of a microfiche collection. Open to the public, the library collection emphasizes CDCs and cooperatives, and contains proposals, grant papers, annual reports, bylaws, articles of incorporation, and special conditions for each Special Impact CDC, but also has material ranging from business development to welfare economics.

The library performs literature searches and answers reference questions for OED, Special Impact CDCs, NCCED, and CCED staff. During the past year, a number of SIP CDCs used the library. CEDC of Alaska, for example, requested and received a list of audiovisual training materials about processing fish for its cooperative training program. Kentucky Highlands Investment Corporation (formerly Job Start) received information comparing SIP and non-SIP CDCs as well as an annotated bibliography about managing cooperatives, and EOC of Nassau County and Dineh Cooperatives received extensive materials about foundations and proposal writing. A complete collection of CSA grantee personnel policies went out to the Natchitoches Economic Development Corporation. Greater Roxbury Development Corporation used our CDC newsletter collection and discussed the development of a CDC library with our librarian. Northern Community Investment Corporation was given extensive information on CDC economic development plans and funding proposals, annual meeting, and loan programs, as well as varied personnel material, such as examples of staff employment contracts, salary ranges, job descriptions, and bylaws.

This past year information on how to start a CDC was in great demand. Related areas in which the library acted as a resource were the choice of a CDC legal structure; CDC decision-making; how to write a Special Impact proposal; data on CDCs in specific states and areas; origins of

CDCs; worker participation in CDC management; CDC/corporation cooperation; CDC loans funds; and CDCs doing industrial parks and housing rehabilitation. Although an increasing number of people also want information on land trusts, and the library responds to these requests, very little has been documented on the subject. The CCED librarian worked with a library school student on a comprehensive bibliography on land trusts and related issues which will be available later this summer.

Fiscal year 1976 saw a great increase of interest in community economic development all over New England as groups from these states visited the library, most often in search of information on CDC fundamentals or funding sources for community economic development. One group, from Fall River, Mass., wanted specific information on CDCs running craft businesses. The library also answered requests for information from citizens' groups in New Orleans, Philadelphia, Bethlehem, Pa., Ft. Lauderdale, Wilmington, Oakland, and Winnipeg, Manitoba.

Fundraising continued to be a high priority concern, and to meet this need, the CCED librarian put together "Federal Funds for Community Economic Development," descriptions of relevant programs from the most recent Catalog of Federal Domestic Assistance. This will be most useful for groups just beginning their search for funds.

The CCED library also supplied information to various state, local, and federal government officials, which is reflected in Appendix D. The librarian has established a cooperative relationship with the CSA librarian, which has resulted in an ongoing reciprocal information exchange.

Arrangements were made this year with the Office of Economic Development to automatically receive CDC proposals, grant papers, and quarterly reports. This system has been working quite well. Over half the Abt evaluation documents on CDCs have been integrated into the library files. Both sources have greatly enhanced the usefulness of our CDC document collection.

This year library facilities were upgraded and the library is now housed in a fairly spacious area with new, free-standing double-backed stacks for the books, new periodical shelving, and a new

Appendix A: Status of Research and Public Affairs Projects Report, June 30, 1976

Project	Type	Monitor	Status	Expected Completion	Expected Publication
<u>Public Affairs</u>					
Roxbury Action Project	contract	DFB	Being revised		
Community Participation in Directing CED	contract	DFB	At compositor		9/76
There is No Equity	contract	DFB	Will be utilized as background for research	complete	n. a. *
HELP case study	--	SHM	Being reviewed in P. A.		
USED C	--	"	" " "		
History of CDC Legislation	contract	"	Background materials complete	3/77	8/77
CDC Movement History	contract	"	Synthesis of historical material		
<u>Research</u>					
Legal Structures	"	"	In process	10/76	2/77
Non-SIP CDCs	"	JM	Contractee to be selected	10/76	n. a.
Land Purchase	in house	"	Filed as background material	complete	n. a.
Local Gov't. Relations - 1	"	"	Revisions required; new milestones will be set	10/76	
" " - 2	in house	"	Questionnaires returned; requires analysis and selection of in-depth interview sites	9/76	
Food Stamp project	contract	"	Being reviewed in research	7/76	
I/O Planning Model	acquisition	SM	In publication, awaiting settlement of terms with author		
Neighborhood Gov't. & Decentralization: Actuality and Theory	contract	JM	12-week project starting in June	10/76	n. a.

Neighborhood Gov't. & Decentralization: Implications for CDCs	in-house	JM	Will be based on above project	12/76	
Overview of Local Gov't. Relations	in house	"	All local government studies, including East Boston, will be reviewed	4/77	
Sources of Capital for Community Eco- nomic Development	contract	WM	At printers	complete	8/76
Acquisitions Manual	contract	WM	Draft submitted; in review in research	7/76	
Census (2)	in house	"	Almost complete	8/76	
Land Trust Census	contract	SM	Extension granted due to illness of personnel		
FmHA	"	"	Contract in default		
Development Banking (2)	in house	"	Researcher appointed, milestones to be reset		
Abt reanalysis	in house	"	In publication review		
Economic Impact	contract	"	Two main pieces of manuscript being edited; project held up waiting for 3 minor pieces		
State Bank Co- ordination	in house	"	Will collect data on all state community development activities	2/77	
Resource Exploration	"	"	Will explore ways to expand financial base of CCED	11/76	
Data Base Support System	"	"	Systematic organization of CDC data	12/76	
Community Food	contract	"	Exploration of possibilities of canning as initial venture	9/76	

In Process	Major Work Completed	In Production	Published or Otherwise Completed
Roxbury Action Project	CDC Legislative History	Community Participation	There Is No Equity
Census - 2	Food Stamps	in Directing Economic	Land Purchase
HELP	Acquisitions Manual	Development	Alternative Investment Fund
Land Trust Census	Abt Reanalysis	I/O Planning Model	C.A.T. on CAPs
USED		Sources of Capital	Census - 1 (SIP CDCs)
FmHA		for Community Eco-	Development Banking - 1
Non-SIP CDCs		nomic Development	East End House Provision of
Local Gov't Relations - 1		Economic Impact	Social Services
" " - 2			Nassau County CEDC
Nbhd. Govt. & Decentraliza-			NCCED Conference on Sources
tion; Actuality & Theory - 1			of Venture Capital
" -- Implications			Tax-Exempt Financing of Com-
Overview of Local Govern-			munity Controlled CATV
ment Relations			Facilities
Development Banking - 2			Enterprise Selection
State Development Activities			Mass. Resource Directory of
Resource Exploration			CED Groups
Data Base Support System			Land Banking
Community Food Processing			Study Materials on Title VII
Legal Structures			Program
CDC Movement History			Corporaciones para el Desarrollo
			de la Comunidad
			<u>Terminated Projects</u>
			People's Development
			Corporation
			Community Control

Appendix C: Development Assistance to Community and Other Groups, 1975-1976

<u>Group</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
<u>Community Action Agencies</u>			
Community Teamwork, Inc. 10 Bridge Street Lowell, Mass. 01852	CAA	Presentation to community residents: how to organize a CDC with sources of funds other than Title VII; proposal of review and community presentation of CDC concept, slide show	Brown, Deanna Horn-Moo
Lehigh Valley Community Council 520 East Broad St. Bethlehem, Pa. 18018	CAA	Participation in a series of meetings with local officials and community groups on the potential of community economic development for this area (which expects state money for developing CDCs)	Horn-Moo
Community Renewal Team 3580 Main St. Hartford, Conn. 06120	CAA	Involvement in community economic development; possible ventures and sources of funding, proposal review	Horn-Moo
PEACE 117 Gifford St. Syracuse, N. Y.	CAA	Staff visit to CAA to discuss CDC concept, legal structures, and grant strategies. Follow-up at CCED using library resources	Horn-Moo
Community Progress, Inc. 270 Orange St. New Haven, Conn.	CAA	Assistance with a planning grant	Horn-Moo
Springfield Economic Development Resource Center 721 State Street Springfield, Mass. 01109	CAA	Assistance with a planning grant	
Albuquerque - Bernalillo County Economic Opportunity Board 2010 Bridge Blvd.,	CAA	General economic development material and legal structure information; proposal review	Horn-Moo

<u>Group</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
Harris County CAA 6300 Bowling Green Houston, Tex. 77021	CAA	General economic development material and legal structure information; proposal review	Horn-Moo
People, Inc. 200 East Main St. Abington, Va. 24210	CAA	Legal information on newspaper publishing possibilities	Horn-Moo
Southern Berkshire Community Action Council P. O. Box 582 Great Barrington, Mass. 02130	CAA	Assistance with incorporation procedures for group testing alternative energy systems	Horn-Moo
Community Action Resource Services 1510 Plum Street Texarkana, Texas 75501	CAA	Information on community supermarket financing	Horn-Moo Michelson Rose
Lynn Economic Opportunity Office Lynn, Massachusetts	CAA	General information and publications	Horn-Moo
Northern Essex Regional Community Action Council 17 Green Street Newburyport, Mass. 01950	CAA	General information and publications	Horn-Moo
Action for Boston Community Development 153 Tremont Street Boston, Mass.	CAA	General information and publications	Horn-Moo MacPhee

Community Groups

D Street Industries 62 Joyce-Haynes Way Boston, Mass. 02127	Community group	Legal assistance in organizing as a CDC; bylaw and incorporation papers assistance	Horn-Moo
East End House 105 Spring Street Cambridge, Mass. 02139	Social service group	Technical assistance in improving programming, leveraging funds, and expanding staff and board skills	MacPhee Rose
Ecumenical Social Action Committee 177 Amory Street Jamaica Plain, Mass. 02130	Community development and social group	Assistance in conference planning for organization of a CDC; supplied slide show	Horn-Moo Brown, Deanna
Franklin Training Corporation 310 Main Street Greenfield, Mass.	Manpower training organization and fledgling CDC	Help in obtaining funding for a community-owned wood processing plant	Horn-Moo
Heritage Square Project 3423 Frerel Street New Orleans, Louisiana	Demonstration economic development project	Board training and development assistance in organizing this Urban League-sponsored CDC funded through EDA.	Brown Horn-Moo
Concord Center Association 17 West Morris Street Indianapolis, Indiana 46225	Social service agency	Assistance in incorporation and obtaining funding support	Horn-Moo
Black United Front 1806 Water Street Halifax, Nova Scotia Canada	Community group	Assistance in setting up a resource center to aid black rural communities in Canada	Horn-Moo Mayfield

<u>Name</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
Morning Star Enterprises Lame Deer, Montana	CDC construction company	Assistance in locating source of operating capital and bonding	Research staff
Northside Development Corporation 1217 Palo Alto Ave. Box 4893 Pittsburgh, Pa. 15206	CDC	Assistance in preparing 501 (c) (3) application	Horn-Moo
Community Relations-Social Development Commission 161 W. Wisconsin Ave. Suite 7156 Milwaukee, Wisconsin 53203	CDC	Proposal review	Horn-Moo
Near East Side Community Organization 958 North Beville Avenue Indianapolis, Indiana 46201	Community group	Assistance in incorporating as a CDC; ongoing consultation	Brown Horn-Moo
Bristol Community College Women's Center 64 Durfee Street Fall River, Mass.	Community group	Provided market research information and information on local funding source to this group of women attempting to establish a toy manufacturing enterprise to employ disadvantaged women	Horn-Moo Mercer
Chinese Economic Develop- ment Council 20 Merchants Building Boston, Mass. 02111	CDC and OMBE Affiliate	Assistance in planning conference to inform Chinese-American community about community economic development; and conference presentation	Horn-Moo
Lakeland Economic Development Corporation New Market Mall-Suite B 303 Painesville, Ohio 44077	CDC	Provided planning grant application guidelines and model proposals to this group seeking OED funding	Brown, Deanna Mercer

Oakland Livingston Human Service Agency 196 Oakland Avenue Pontiac, Michigan 48058	Social service agency	General information and publications	Brown, Deanna Library
Black Citizens Task Force 231-A Jester Circle Austin, Tex. 78712	Community group	General information and publications	Public Affairs Library
North Suffolk Legal Assistance Association 279 Broadway Chelsea, Mass. 02150	Legal assistance	General information and publications	Public Affairs Library
Barrington Street CDC 1541 Barrington Street Halifax, Nova Scotia Canada	CDC	General information and publications	Public Affairs Library
Somerville Multi-Service Center 1 Somer Street Somerville, Mass. 02143	Social service agency	General information and publications	Public Affairs Library
La Gente Housing Corporation 3607 W. 14th Avenue Denver, Colorado 80204	Non-profit housing corp.	General information and publications	Public Affairs Library
Coastal Community Enterprise Corporation P. O. Box 637 Gardiner, Maine 04345	Legal aid	General information and publications	Public Affairs Library
Legal Aid Program 1219 First Avenue Devils Lake, N.D. 58301	Legal aid	General information and publications	Public Affairs

<u>Name</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
Lincoln Hill Development Corporation P. O. Box 133 Troy, Indiana 47588	Community economic development group	General information and publications	Public Affairs Publications Library
Cleveland Marshall Community School Dorchester, Mass.	Community group	General information and publications	Horn-Moo MacPhee
Queensborough Economic Development Council 107-35 Merrick Boulevard Jamaica, N. Y. 11433	LDC	General information and publications	Horn-Moo Brown, DeForest
Passamaquoddy-Pleasant Point Reservation Perry, Maine	Native American Reservation office	General information and publications	Public Affairs
Land Trusts and Cooperative Housing Project 45 Big Tree Road Woodside, California 94062	Native American Reservation office	General information and publications	Public Affairs
Research and Resource			
Charles Hobbs, Inc. 1480 Wentworth Ave. Sacramento, Calif. 95822	Research	Information exchange on welfare reform corporations and transfer payment system programs as a means of providing training and job opportunities to chronically unemployed	Public Affairs
Union for Cooperative Economy 1010 W. 23rd Street Austin, Tex. 78705	Alternative economics group	Information on development banking	Research
Public Interest Research Group 1832 M. St. N.W. Suite 101 Washington, D. C. 20036	Ralph Nader research group	Information on development banking	Research

Arnold & Porter, Attorneys at Law, New York	Law firm	General information	Library
Cogen, Holt & Associates New Haven, Connecticut	Consultant firm	Information on funding sources to assist the Federation of Southern Cooperatives and the Minority Peoples Council to take advantage of the canal route being built by the Corps of engineers along the Mississippi	Horn-Moo
National Council for Urban Economic Development	Research and technical assistance	Coordination of research on CDCs' relations with local government	MacPhee
Trust for Public Land 82 Second Street San Francisco, Calif. 94105	Consultant organ- ization working with land trusts	Information exchange on how group could be of use to CDCs in land acquisition	Horn-Moo Mercer
Community Action Training, Inc. 128 W. State Street Trenton, New Jersey 08608	Consultant firm for board training	Provided slide show and publications for board training for 5 Title VII CDCs	Public Affairs
Hispanic Office of Planning and Evaluation 405 Shawmut Ave. Boston, Mass.	Planning organization	General information and publications	Public Affairs Library
Austin Community Project 1602 West 12th Street Austin, Tex. 78703	Federation of cooperatives	Information on establishing a resource center for cooperatives	Horn-Moo
Portola Institute 540 Santa Cruz Ave. Menlo Park, Calif. 94025	Action foundation	Assistance in exploring alternative market groups for Institute products	Brown
Urban Business Development Center 3231 Decatur Street Omaha, Nebraska 68111	Minority business enterprise group	Substantive review of planning grant application	Horn-Moo Mercer

<u>Name</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
Institute for Local Self Reliance 1717 18 St. N.W. Washington, D. C. 20009	Self-management resource group	Provided information on CDC community bank and thrift and loan association	Michelson Mayfield
Cooperative Development Center Mbabane, Swaziland South Africa	UN development	Publications and general information	Public Affairs Library
American Friends Service Committee 1428 Lafayette St. Denver, Colorado 80218	Social action group	Publications and general information	Public Affairs Library
Technical Development Corporation 11 Beacon St. Boston, Mass.	Technical assistance group	Publications and general information	Public Affairs Library
Jefferson-Chalmers Citizens District Council 14214 East Jefferson Ave. Detroit, Michigan	Citizen participation group for Community Development Block grants	Publications and general information	Public Affairs Library
Delaware Valley Land Policy Association Philadelphia, Pa. 19104	Planning group	Publications and general information	Public Affairs Library
Human Service Research Associates 4391 N. University Drive Sunrise, Florida 33321	Consultant firm	Publications and general information	Public Affairs Library
College of the Atlantic Bar Harbor, Maine	University	Publications and general information	Public Affairs Library

Department of Architecture and Urban and Regional Planning, University of Miami, Florida	University	Information for developing operational plan for economic revitalization of Miami Central District	Brown Public Affairs
University of Vermont	University	Assistance in developing research project on community economic development	Brown Public Affairs
Stanford University	University	Assistance in developing research project on community economic development	Brown Public Affairs
Princeton University	University	Assistance in developing research project on community economic development	Brown Public Affairs

Appendix D: Development Assistance to Federal, State, and Local Government 1975-76

<u>Name</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
Economic Development Administration, U.S. Dept. of Commerce OPW #1 Washington, D. C. 22030	Federal	Information to assist in preparation of EDA regulation requiring grantees to have community-elected representatives on EDD boards; supplied bibliography of articles on citizen participation	Horn-Moo Library
Community Services Administration	Federal	Background material and slides for CSA Public Affairs, Washington	Public Affairs Library
Community Services Administration	Regional	Information on the economic development needs of Region I and community economic development in New England; OED planning grant guidelines, publications and training kits to region	Horn-Moo Brown, DF.
House Committee on Public Works & Transportation, Subcommittee on Economic Development Room 370-A, RHOB Washington, D. C. 20515	Federal	General information and publications	Library
Minnesota Department of Economic Development 480 Cedar Street St. Paul, Minnesota 55101	State	Compiled materials for the Minnesota Department of Economic Development which is attempting to develop policies and procedures to implement state legislation designating funds for pilot CDCs	Public Affairs Research
Representative Linda Berglin House of Representatives State of Minnesota State Office Building, Room 217 St. Paul, Minnesota 55155	State	Provided general information on the CDC concept and specific information on development banking and the Massachusetts Community Development Finance Bill	Public Affairs Research

Washington State Energy Office S. 157 Howard Street Spokane, Washington 99204	State	Provided information to assist in developing plans for community control over energy resources	Horn-Moo
New York State Assembly Ways & Means Committee State Capitol, Room 409 Albany, New York 12224	State	Information and referral on Massachusetts Community Development Finance Corporation and public land trusts	Public Affairs
Sacramento State Manpower Planning Office 800 Capital Mall MIC-77 Sacramento, California 95814	State	Provided information on development banking and input/output research	Research
Library of Congress Government Division Congressional Research Services Washington, D. C. 20540	Federal	Provided substantive information on legislation effecting CDCs; discussed evaluative criteria for CDCs; reviewed progress toward establishing national development bank	Horn-Moo Michelson Mercer
Representative Parren J. Mitchell U. S. House of Representatives	Federal	Provided input for bill on minority enterprise emphasizing need for CDC access to SBA programs	Horn-Moo
Representative Bella Abzug U. S. House of Representatives	Federal	Information on development banking	Research Library
Tennessee Department of Economic and Commercial Development 1625 Andrew Jackson Building Nashville, Tennessee	State	Assisted department with definition of CDCs to be included in directory of sources of venture capital	Horn-Moo

<u>Name</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
Waccamaw Regional Planning and Development Council 1001 Front Street P.O. Box 419 Georgetown, South Carolina	Regional planning body	Provided information on rural planning grant applications and guidelines	Public Affairs Library
San Luis Valley Council Box 123 Adams State College Alamosa, Colorado	Regional planning body	Provided information on rural planning grant applications and guidelines	Public Affairs Library
Indiana Department of Commerce 336 State House Indianapolis, Indiana 46204	State	General information and publications	Public Affairs Library
Office of Jamaica Planning and Development Jamaica, New York	State	General information and publications	Public Affairs Library
City of Cambridge, Massachusetts	Local government	General information and publications to the Cambridge Model Cities/CDBG Office, Community Schools Department, and Planning and Development Department	Public Affairs Library

Appendix E: CCED Conference Participation

Sponsoring Organization	Purpose of Conference	Date/Place	Staff Participation/Results	Staff
National Congress for Community Economic Dev., Washington, D. C.	Quarterly meeting	Chicago Sept. 1975	Conference participants	Brown, DF. Brown, D. Horn-Moo
"	Annual meeting	Washington January 1976	CCED presentation of research and advocacy activities and feedback	Bailey Brown, DF. Horn-Moo Michelson
"	Quarterly meeting	San Francisco Spring 1976	Conference participants	Brown, DF. Horn-Moo
National Urban League New Orleans, La.	Strategy session for national conference of local Urban League executive directors	New Orleans Summer 1975	Endorsement of pilot effort of New Orleans Urban League to foster a local CDC; future focus on community economic development determined	Mayfield
Urban League of Greater New Orleans	Workshop on community development	New Orleans Fall 1975	Staff participation in panel discussion on CDCs	Brown, DF. Horn-Moo
National Council of La Raza, Phoenix, Ariz.	Conference of the Association of Spanish-speaking CDCs designed to help Chicano groups become more active in community economic development	Phoenix Summer 1975	Participation in panel discussions on CDCs	Horn-Moo Maung
New England Regional CAP Directors Assoc., Boston	Quarterly meeting	Newport, R. I. Fall 1975	Staff presentations on community economic development strategies for CAAs; staff	Brown, DF. MacPhee

Sponsoring Organization	Purpose of Conference	Date/Place	Staff Participation/Results	Staff
New England Regional CAP Directors Assoc., Boston	Seminar on economic development	Manchester, N. H. Spring 1976	Developed agenda and secured speakers for spring conference	Horn-Moo MacPhee
"	Conference on CAAs and economic development	Durham, N. H. Spring 1976	Staff participated on panels on economic theory, CDC concept, venture selection, legal structures	Brown, DF. Brown, D. Horn-Moo MacPhee Michelson Rose
New York State Alliance of CAPs	Quarterly meeting	New York City Winter 1976	Developed agenda and secured speakers, panel presentation on CDC concepts	Horn-Moo MacPhee Mayfield
National CAP Directors Assoc./Legislative Forum Washington, D. C.	Legislative forum session to develop policy platform for the poor	Denver, Colo. Fall 1975	Information gathering and participation in strategy sessions	Rose
Alternative Technology Center, Butte, Montana	CAA conference on policy formulation for new national center	Vermont Summer 1975	Advocacy of participation of CDCs in technology programs	Brown, DF.
Central Coast Counties Dev. Corp., Santa Cruz, Calif.	Organizing effort for rural CDCs	San Francisco Fall 1975	Participated in round-table discussion	Brown, DF. Horn-Moo
"	Conference on rural strategies	Santa Cruz, Calif. Spring 1975	Presented speech on complications of economic theories	Michelson
National Economic Development Law Project Berkeley, Calif.	Conference on the Community Development Act of 1974 and its significance for community economic development	San Francisco Fall 1975	Conference participants	Brown, DF. Horn-Moo

National Economic Development Law Project Berkeley, Calif.	Conference on manpower and economic development	San Francisco Winter 1976	Information-gathering; assistance provided to organizers	Horn-Moo Michelson
CCED, Cambridge	Conference to discuss Bokoron Systems' input-output study	Cambridge Winter 1976	Model critiqued; alternative strategies discussed	CCED research staff
"	Seminar on Regional Rail Reorganization Act of 1974 and its implications for minority and community development; Charles Tate, guest speaker	Cambridge Fall 1975	Models for local participation in the economics of railroad reorganization	CCED staff
"	Seminar on decentralization, in conjunction with Institute for Liberty and Community and the Kennedy Institute for Politics; speaker, Dr. Leopold Kohr, University College of Wales	Cambridge Summer 1975	Advantages of small-scale enterprises emphasized	CCED staff
"	Seminar on progress of development banking in Mass. and discussion of other state programs; Belden Daniels and David Smith, guest speakers	Winter 1976	Information-gathering and resource sharing	CCED staff
"	Staff seminar on position of national black elected officials on various development issues; Rep. Mel King, guest speaker	Cambridge Spring 1975	Discussion of King's advocacy of community economic development issues and its reception	CCED staff

Sponsoring Organization	Purpose of Conference	Date/Place	Staff Participation/Results	Staff
CCED, Cambridge	Two-day staff orientation for Title VII planning grantees in conjunction with OED staff	Cambridge Sept. 1975	Organized conference; staff panel presentations	CCED staff
Black Economic Union of Kansas City and Council on Urban Economic Dev. Washington, D. C.	Conference on urban economic development (annual)	Kansas City June 1976	Information-gathering and communication	Yaksick
Alliance for Neighborhood Government, Baltimore	Conference on neighborhood government; discussion of neighborhood economic issues	Baltimore Fall 1975	Participated in workshop on economic self-reliance	MacPhee
American Association of Minority Enterprise Small Business Investment Companies, Washington	Conference on MESBICs and evaluation of MESBIC program	California Fall 1975	Information-gathering	Michelson
Connecticut Manpower Executives' Association	Conference on manpower and economic development	New Britain, Conn. Winter 1976	Panel on economic development vehicles and/or work programs for special-need groups; assistance provided to conference organizers	Brown, DF.
National Business League Washington, D. C.	Meeting of National Council for Policy Review to discuss formation of a minority resource center as provided for in RRRRA	Washington, D. C. Winter 1976	Minority and community representation in policy formulation	Brown, DF.

Federal Bar Association	Conference on the rights of grantees of the federal government	New York City Winter 1976	Information-gathering; Freedom of Information Act information; information on rights of grantees vs. contractees	Horn-Moo
Institute for Policy Studies, Washington, D. C.; University of Massachusetts; CCED	Regional conference on alternative state and local public policies	Amherst, Mass. Oct. 1976	Staff helped organize, and participated in panel and group exchanges on state and public policy	Brown, DF. Grinel Horn-Moo Michelson Rose
Institute for Policy Studies Washington, D. C.	Alternative state and local public policies: national conference	Washington, D. C. Spring 1976	Planning session for Austin conference	Michelson
Institute for Policy Studies Washington, D. C.	Alternative state and local public policies: national conference	Austin, Tex. June 1976	Attendance and information-gathering	Yaksick
American Institute of Planners, Washington, D. C.	Conference on urban issues	Washington, D. C. Winter 1976	Speech on CDCs	Michelson
Chinese Economic Dev. Council, Boston	Community conference	Boston Spring 1976	Panel presentation on community economic development principles	Horn-Moo
WBCN, Boston	Radio show on alternative political strategies	Summer 1975	Panel discussion on CDCs	Michelson

Appendix F: Regional Resource Mobilization for Local Economic Development

<u>Program and Agency</u>	<u>Description</u>	<u>Funding Level</u>	<u>CCED Involvement</u>
NERCOM - Joint CSA-NERCOM Economic Development Project Lieutenant Governor's Office State House, Room 259 Boston, MA 02133 727-7214	Grants to community action agencies, or other commu- nity-based organizations with approval of the local CAA, for production-oriented economic development projects which employ CETA or other work-support program enrollees during or after their training	\$600,000 (\$300,000 NERC, \$300,000 CSA) for New England. Mass. is guaranteed minimum of \$50,000	Provided evaluation of CSA-NERCOM RFP and criticism of selection criteria in order to make project more accessible for community economic development groups (Horn-Moo, Brown)
Community Development Finance Corporation (CDFC) Capital Task Force Department of Commerce and Development 100 Cambridge Street 13th Floor Boston, MA 02202 727-3216	Purchases capital participation instruments (stock, subscrip- tions, capital, or working capital loans, etc.) in non- profit community development corporations, to finance commercial, industrial, or real estate business or other economic development activity in economically- depressed target areas. May establish, subject to appro- priation, a subsidiary of CDFC to provide equity and loan capital to SBA-licensed SBIC's. CDC's may, in turn, finance qualifying projects carried on by subsidiaries of CDC's or other non-profit corporations in the area	\$10 million bonding authorization; no bonds yet marketed	On-going involvement through executive director and research division in continued efforts to obtain authority to market bonds; also participation with community groups in development of the Task Force statement on needs of low-income communities in the Commonwealth

EDA 304 Discretionary
Funds
Office of State Planning
One Ashburton Place
Room 201
Boston, MA 02108
727-1503

Grants, loans, or loan guarantees to municipalities or non-profit corporations (profit-making entities may receive loans) for the development or improvement of public works, industrial, or commercial facilities including machinery and equipment, for use as working capital in industrial or commercial enterprises

\$692, 000

Provided input on how community groups could take advantage of EDA funds using Title VII CDC activities as example.
Provided Census and research information

(Horn-Moo, Michelson)

Department of Community Affairs Community Enterprise Project (Re-programmed CSA Funds)
Division of Social and Economic Opportunity
DCA, 13th Floor
100 Cambridge Street
Boston, Mass. 02202

Grants to community action agencies, or other community-based organizations with approval of local CAA, for production-oriented economic development projects or planning a local community economic development framework

\$69, 000

Advice on structuring the RFP and selection criteria.
Member of advisory committee.

(Horn-Moo)

CETA 4% Discretionary
Funds
State Manpower Services Council
Executive Office of Economic Affairs
Charles Hurley Bldg.
4th Floor
Boston, Mass. 02114
727-4344

Approximately \$850, 000 presently available for short-term projects.
Approximately \$1, 700, 000 anticipated available in FY 77.

Grants (or contract payments) to pay public, quasi-public, or private employers to provide work experience or on-the-job training, together with classroom training or supportive services as appropriate, to economically disadvantaged, unemployed, or under-employed persons who are eligible for participation in the Comprehensive Employment Training Act of 1973. Present funding available for short-term (4 to 6 months) public or quasi-public job creation projects. Future funding may be made

Copies of CCED Newsletter article on Canadian LIP made available to groups applying for these funds.
CCED asked to make facilities available also.

(Public Affairs)

<u>Program and Agency</u>	<u>Description</u>	<u>Funding Level</u>	<u>CCED Involvement</u>
Support Work Program Executive Office of Human Services State House, Room 109 Boston, Mass. 02133 727-8030	<p>available for longer-term economic development projects and project planning</p> <p>Grants to small nonprofit or profit enterprises to employ Human Services clients in performing economically-productive services, such as lead paint removal, remodeling, collection and sale of recycled materials, under contracts with other public or private entities. Human Services funding support is comprised of diversions of per client transfer payments to pay for portion of salaries</p>	<p>Present level of Human Services funding for approximately 80 clients employed by Transitional Employment Enterprises, Inc. is approximately \$250,000. Potential level of funding is uncertain. The program might conceivably be expanded to support as many as 10,000 job slots with payments ranging from \$15 to \$100 per slot</p>	<p>General information exchange (Public Affairs)</p>

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Other

In addition, members of the staff were invited to address various meetings and conferences, and their remarks were included in published reports. Their professional skills were also recognized via reviews for journals in their areas of competence as well as by their being requested to serve as referees by these professional publications to evaluate articles that had been submitted.

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_____. "Working Outline of Operational Issues Faced by CDCs." 1976.

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Appendix J: CCED Board of Trustees

Officers:

Eric Grey, Jr. (President)
Greater Roxbury Development
Corporation
90 Warren Street
Boston, Massachusetts 02119

Philip LoPresti (Vice President)
National Congress for Community
Economic Development
1029 Vermont Avenue, N.W.
Washington, D. C. 20036

Elbert Bishop (Treasurer)
Southwest Corridor Land Devel-
opment Coalition, Inc.
27 Dudley Street
Roxbury, Massachusetts 02119

John Patterson, Esq. (Clerk)
Foley, Hoag, & Eliot
10 Post Office Square
Boston, Massachusetts 02109

Members:
DeForest Brown, Jr.
Executive Director
CCED

Arturo Estrada
Adela Development Corporation
431 East 9th South
Salt Lake City, Utah 84111

Wanda Frogg
Impact Seven, Inc.
Route 2
Stone Lake, Wisconsin 54876

Susan Horn-Moo
Public Affairs Division
CCED

Prof. Frank Jones
Massachusetts Institute of
Technology
Cambridge, Massachusetts

Ambrose Lane
National Center for Community
Action
1711 Connecticut Avenue, N.W.
Washington, D. C.

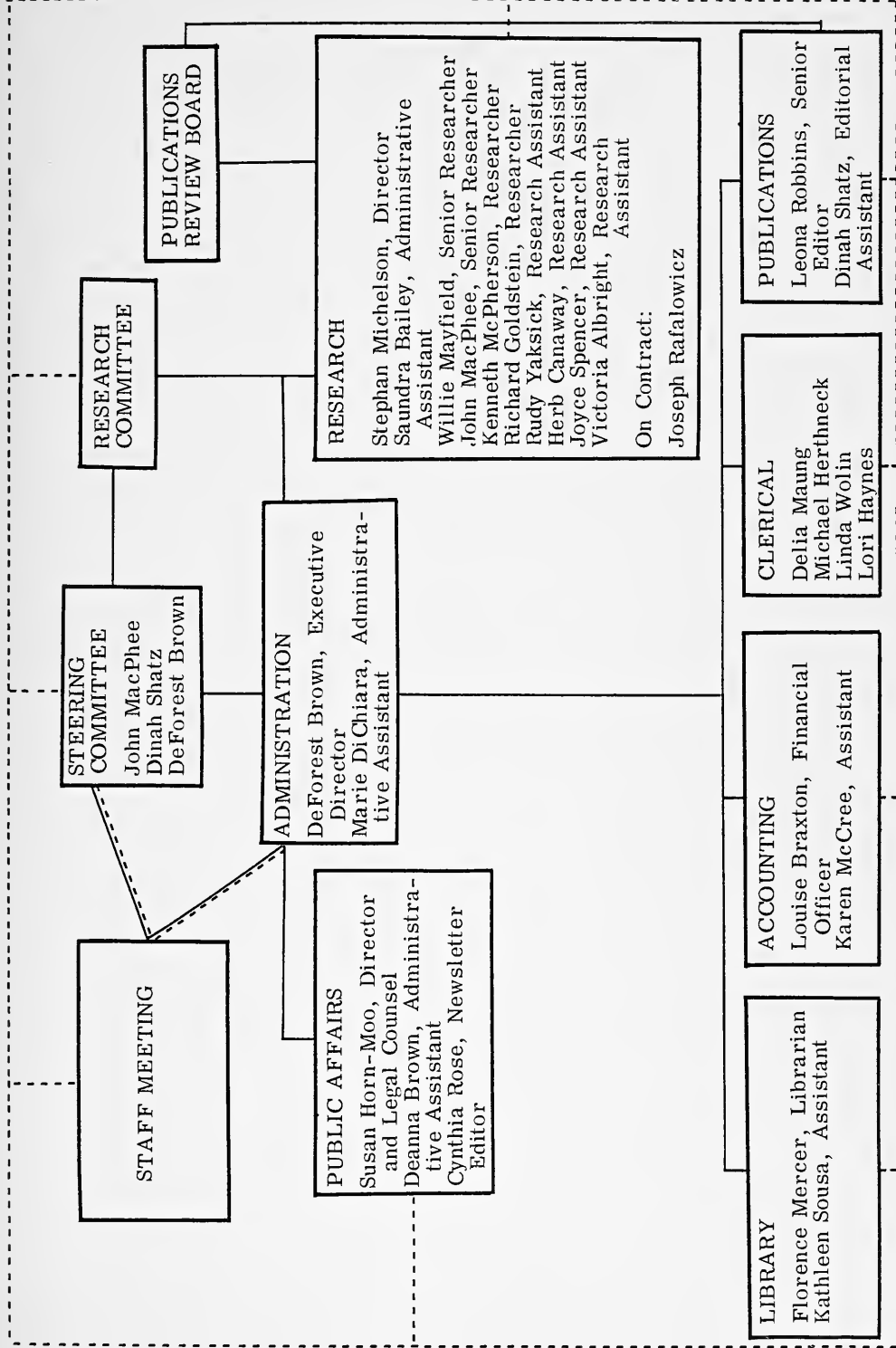
Prof. George Lodge
Harvard Business School
Allston, Massachusetts

John MacPhee
Research Division
CCED

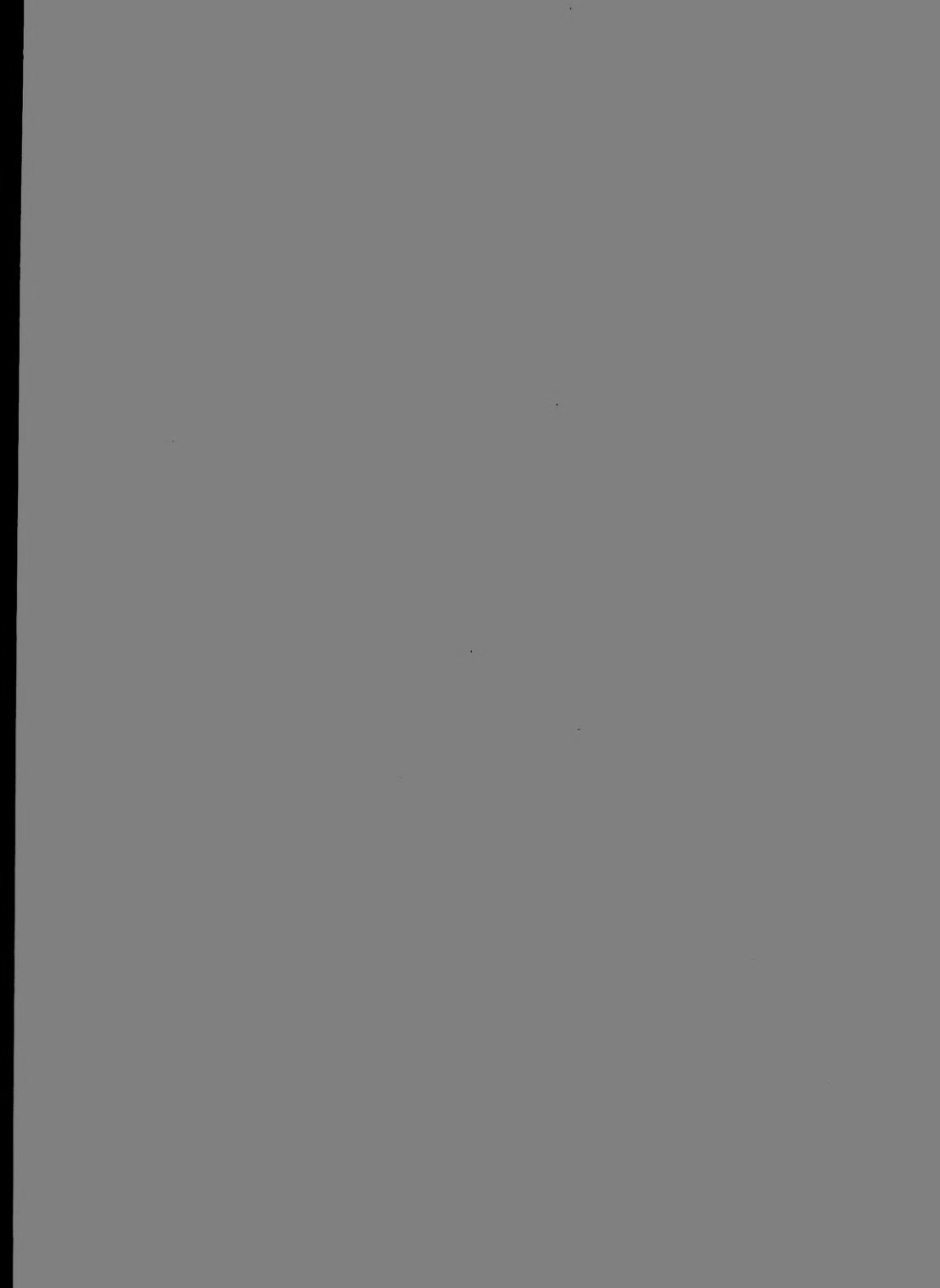
Nesby Moore
Union Sarah Economic Development
Corporation
4731 Delmar Boulevard
St. Louis, Missouri 63108

Thomas Morse
Southwest Virginia Community Develop-
ment Fund
401 1st Street
Roanoke, Virginia 24107

Estaban Torres
International Affairs,
United Auto Workers
1125 15th Street, N.W.
Washington, D. C. 20005







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July 1, 1976 - June 30, 1977

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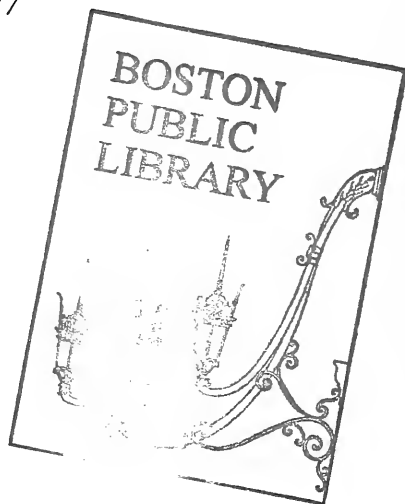
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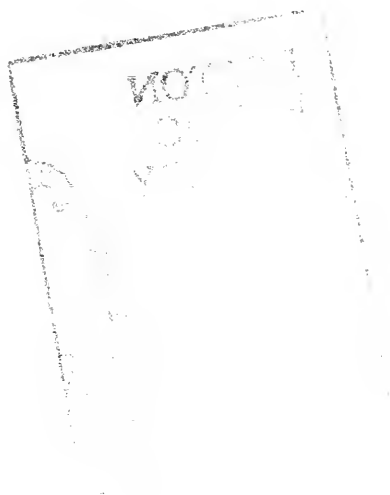
1977

ANNUAL REPORT

July 1, 1976 - June 30, 1977



Center for Community
Economic Development



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Introduction

Since CCED was incorporated in 1969 as an advocacy project in support of community-based economic development, much growth and change has occurred within that segment of the population that is this organization's chief concern--depressed communities that are struggling, via Community Development Corporations, to reverse their fortunes. CCED has grown and changed with its constituency.

The number of CDCs participating in economic development programs has grown, as has the interest in community economic development at all levels of government. Community-based organizations that previously sponsored purely social programs are now interested in fostering economic development projects that will benefit their specific areas or neighborhoods in more basic ways.

In its efforts to respond to this growing number of groups, as well as to their increasingly sophisticated articulation of their needs, CCED has concentrated on two basic lines of activity: interaction with people in the field in order to increase our knowledge of the problems they are faced with, and the design of projects, in basic research and other areas, that might lead to the resolution of these problems. To better accomplish this, in September 1975 CCED adopted a divisional structure for the staff consisting of Administration, Research, and Public Affairs units.

Currently, requests from the field center on the need for assistance in developing programs at the local level that will effectively deal with the problems of unemployment and the need for better housing and physical development. This leads to a focus on ventures that can be organized to generate employment and profits, and that can be coordinated with other social programs in these communities to produce a comprehensive approach to community needs.

CCED anticipates some modifications in its present program in

order better to serve low-income communities and their development institutions. We are making an effort to increase our field interaction and to provide increased assistance to meet the specific needs reported to us by field personnel. At the same time, our research program, as developed when we reorganized the staff in 1975, will continue to build a base of knowledge that will be useful to the entire field of community economic development.

This annual report, while enabling us to look more clearly at last year's activities, should also help us to refine the future direction of our program.

The Center for Community Economic Development respectfully submits to the Office of Economic Development of the Community Services Administration this report on its activities from July 1, 1976 - June 30, 1977, under Grant #12085.

DeForest Brown, Jr.
Executive Director

ADMINISTRATION

BOARD OF TRUSTEES

At the meeting held on September 10, 1976, the board requested that the treasurer and the executive committee develop a new financial reporting form for use in reporting to the trustees. The executive committee met on September 22 and developed a reporting form that is consistent with our internal budget reports. The primary business of the annual meeting on December 10, 1976, was a review of the progress of public affairs and research. At the meeting on February 11, 1977, the contract from CSA for the SIP Design Project was accepted. Major discussion covered the long range goals and objectives of CCED.

In April our program analyst, Jim Digilio, requested that CCED staff members resign from the board and otherwise comply with CSA/OED regulation 6900-1 which restricts the participation of staff members on Boards of Directors/Trustees. He also requested a justification for the present management structure and policy bodies of CCED. This was the major topic at our May 13, 1977, quarterly meeting, at which the executive director presented his resignation from the board. The board did not act on the directive during the meeting, but asked for consideration of changes in the bylaws that would bring CCED into compliance with the regulation. The board also requested that the members of the corporation amend the bylaws to give the board the power to hire and fire the executive director. A special meeting was scheduled for June 2, 1977, to deal with the board's recommendations.

On June 2 the special meeting took place. Two changes in the bylaws were adopted after considerable debate. One gave the board power to hire and fire the executive director, the other officially removed staff from the board.

INTERNAL ADMINISTRATION

Staff have initiated several types of exploratory discussions that are intended to clarify CCED's needs and direction so that the results can be incorporated into our next funding proposal. To a large extent the need for evaluation and change arises from the increase in staff and in the number and scope of projects that has occurred during the past fiscal year.

One committee has been discussing the fact that the director's office is understaffed. The focus has been on the tasks that need to be performed; the results will include descriptions of new positions and procedures. A related effort, which involves the full staff, is the revision of the personnel policy manual to bring it into accord with present procedures and needs. In addition, another committee has begun preliminary discussions on the possibility of the library and the publications department becoming program divisions. Here, too, the impetus for further decentralization and sharing of the burden of responsibility comes from rapid growth of staff and operations.

In order to develop a more relevant and comprehensive affirmative action program, the steering committee recommended that CCED seek the assistance of an outside consultant. Several consulting firms that specialize in this area were contacted in order to assay their capabilities and the ultimate cost; a contract will be let to McLain, McDaniel, Sullivan & Fowler, Inc., specialists in affirmative action.

This past May we began working out the details of a contract with a consultant, Dr. Philip Clay, who is currently associated with MIT's Department of Urban Studies and Planning. He will conduct a study to determine if this organization is on the right path in fulfilling its obligations to its constituency. An outline of the specific objectives and broad tasks involved was arrived at via consultation between Dr. Clay, the executive director, and relevant members of staff. Dr. Clay will be given a contract to perform for us an evaluation of the research program at CCED, in order to ascertain its effectiveness in terms of being responsive to the needs of SIP CDCs. This is a short-term, 30-day contract; however, its future usefulness to us and the community economic development movement should not be underestimated.

Finally, an effort is under way to sort out requests for assistance from outside groups and people in order both to standardize responses and to analyze the requests more rigorously to find out how closely our services fit the needs.

OMBE SUBCONTRACT

In October 1976 we received a grant from CSA/OED to enter into seven contracts to do studies to survey minority-owned firms in California, Florida, Georgia, New York City, Ohio and Illinois, Pennsylvania, and Texas. The surveys will be conducted by the following universities, selected by OMBE: Graduate School of Management, University of California at Los Angeles; Florida International University; Georgia Tech. Research Institute; Columbia University; University of Illinois at Chicago Circle; Wharton Entrepreneurial Center, University of Pennsylvania; and Office of Sponsored Projects, University of Texas at Dallas.

LIBRARY

During the past year, organizations and individuals requested and received information compiled by the library on a variety of subjects, of which the following are examples:

- Helping set up statewide community economic development office
- Setting up a nonprofit corporation
- Rural development strategies
- CDCs and job training
- CDCs and CETA
- CDC venture and financial data
- Urban CDCs and urban land trusts
- Organizing a library
- Setting up a library classification system
- Cash-flow projections and financing techniques for establishing a supermarket
- Citizen participation and community organizing
- Funding for a self-sustaining community
- Patterns of ownership and representation by SIP residents and the relationship of this to venture success
- Possible development of health maintenance organizations by CDCs
- Legislative history of Title VII
- CSA Instructions: Accounting procedures, CSA policies and programs, how to apply for a grant, etc.
- Black land holdings
- Indian economic development
- Development banking, and Massachusetts Community Development Finance Corporation

State-chartered banks
Worker control and cooperatives
Section housing

Many of those who used the library's resources were community groups such as Southside Community Enterprises of Minneapolis, Adela Development Corporation of Salt Lake City, the Southwest Corridor Coalition, and Harlem Commonwealth Council. Other inquiries came from government bodies such as the Northeast Regional Commission, CSA staff members, or the office of a congressman. The library continues to be a source of information for community economic development support groups and students of the field.

The library is currently in the process of setting up a noncirculating collection of materials on community land trusts. Working in conjunction with the National Community Land Trust Center, the library staff is making progress in getting books, magazines, papers, and studies onto the shelves. There will be a separate card catalog and section in the library for this material.

During the past year the library has received over 300 requests for articles from the library and the bibliography on community economic development compiled by Florence Mercer. It has responded to nearly 200 requests for articles from its "Information Exchange" column in the newsletter.

PUBLICATIONS

In the past year an attempt at systematizing publicity efforts was launched. For recent publications with possible broad appeal we compiled a list of review journals and academic and other organizations to whom we sent a packet that included the publication in question, our publications list, and a covering letter in which we ask to have sent to us copies of any reviews that result from this contact. We have had good response to this publicity effort.

The department offered production advice and assistance on the New England CAP Technical Assistance proposal and undertook an appraisal and rewriting of a marketing piece that NCCED is contemplating publishing. In addition, we have

been involved with editing the Phase I Report of the SIP Design Project, and have been giving the Research Division editorial and writing help on the Development Banking project.

Work in progress for publication in the next quarter includes a book by A. Harvey Block, Impact Analyses and Local Area Planning: An Input-Output Study, and A Review of the Abt Associates, Inc., Evaluation of the Special Impact Program, by CCED staff. Publications staff have also been engaged in updating the publications list for a large general mailing and in developmental editing and designing of the nationwide directory of community-based economic development organizations.

Finally, a market analysis of our publications is in process and will be completed next quarter. Organized by types of organizations that request CCED publications, it will offer information about our audience that will be useful to CCED for assessment and planning purposes.

Publications this year have been:

Sources of Capital for Community
Economic Development, Leonard
Smollen and John Hayes

Community Participation in Directing
Economic Development, Rita Mae
Kelly

Community Canning Centers, Stephen
Klein

A Case Study of A Community-Based
Service: Selling Food Stamps,
CCED staff and consultant

CEDEC of Alaska: A Case Study,
Lawrence Parachini

The total number of publication orders filled this year was 9,900.

The department also worked with Public Affairs on the planning and production of the CCED brochure and the NCCED exhibit, and on the editing and production of seven issues of the CCED Newsletter.

PUBLIC AFFAIRS

The Public Affairs Division is the agency's main liaison and information exchange center. It is charged with keeping the community economic development world informed of the results of CCED's field research and economic and legislative analysis, while at the same time keeping CCED researchers and staff informed of the needs and concerns of those operating in the field. Those making inquiries usually have their initial contact with Public Affairs staff, who collect and provide the information requested, when necessary seeking input from the research division, the library, or the publications department. Where financial or staff resources limit our ability to fully respond, we refer callers to resources outside the agency.

A large portion of the Division's work is providing developmental assistance. This has most often been our role with non-Title VII CDCs and other community groups and CAAs that wish to start CDCs, do economic development projects, or examine business ventures. With these groups we start with basic information on CDCs and community economic development, and give general advice on legal structure, organizing, staffing, funding sources, economics, economic planning, and sources of paid consulting assistance. In general, we aid in one way or another almost every group that ends up applying for Title VII funds.

With more experienced groups assistance is more specialized. Staff offer information on specific federal programs and the ventures other CDCs are investing in, and informal interpretations of CSA regulations. We have also reviewed and provided extensive criticism on Overall Economic Development Plans to help CDCs rewrite these important documents.

The Division also has a program that produces educational materials for those interested in community economic development, including

a bimonthly newsletter, slide shows, pamphlets, case studies, and manuals. Aside from keeping the field up to date, the purpose of many of the publications is to have available in printed form the answers to questions most frequently asked of CCED. Producing conferences and seminars as well as participating in those of others is still another portion of our educational and assistance program. A major example of this kind of work was our acceptance on short notice of the six-month task to aid CSA by reviewing and suggesting alternative designs for the Special Impact Program. Policy analysis is available to other CDC support groups, government agencies, and potential CDC funding sources at their request.

This year the Public Affairs Division has done some rethinking of its role. In keeping with the kinds of activities the Division has actually been pursuing, CCED is renaming this portion of the agency. We are to be called the Program Development Division. This changed name also reflects CCED's expectations of the direction it will take in the future. The Division hopes to be able to have the resources to give higher priority to working directly with operating CDCs and to put out educational materials that will be more pragmatic, thus aiding CDCs in their program development decisions. CCED would also like to follow up on its work in New England by working with local groups to develop more CDC resources on the state and local level throughout the country.

COMMUNICATION AND INFORMATION EXCHANGE

Newsletter

The newsletter continues to be a primary link between CCED and the field. The subscription list continues to expand, and distribution is currently 2,500. Standard columns are News Notes (also translated into Spanish), which briefly describe community-based groups' achievements and significant local and national programs, Job Market, which lists jobs available in CDCs, Workshops and Conferences, which keeps the field informed of educational and training opportunities, and Information Exchange, which reviews books and pamphlets in the field of community economic development. It also contains major articles on issues of interest, and sustained profiles of particular CDCs.

The June/July 1976 issue elicited a good deal of response. Cynthia Rose's article on the Massachusetts Local Initiative Program was introduced into the August 24 Congressional Record at the request of Senator Edward Kennedy. Stephan Michelson's article on estimating capital requirements provoked questions and comments from the field, and was followed up in the October/November issue by an article on using multipliers to assess economic impact. The articles are the first attempts in newsletter format to explain economic theories and techniques as they apply to the community economic development field.

The August/September 1976 issue fulfilled a promise to the CDCs made at the NCCED Atlanta Quarterly Meeting in July in that it included an article by Susan Horn-Moo on rural economic development. The article detailed the history of Title III A of the Economic Opportunity Act of 1964 and the utilization of Parts B and C of Title VII of the Community Services Act. This article was used extensively by the NCCED Rural Committee to gain support for rural groups concerned with the implementation of a rural loan and grant program. The issue also featured a description of the work of the Opportunity Funding Corporation, the first of a projected series on Title VII support and resource groups. A third article was a profile of the Alaska CEDC, extracted from the case study by Lawrence Parachini (see Case Studies).

The October/November issue contained a major article by Deanna Brown and Cynthia Rose on Boston's Southwest Corridor, an area that was receiving a lot of legislative and media attention at that time. A massive public works transportation project had been funded; through the efforts of a community organization, the Southwest Corridor Coalition, the communities in the area will benefit directly from this expenditure. How the communities organized around the issue of land use is an instructive story for those concerned with community economic development. The article will be reprinted by the Southwest Corridor Coalition in a brochure for general distribution. In addition, a local television station that was doing a series on local heritage requested permission to use the study as the basis for a documentary on the Corridor.

The focus of the December/January issue was finance, with a major analysis of the Massachusetts Community Development Finance Corporation by Carl Sussman, and an article by Saundra Bailey on recent activity by women in organizing women's banks and credit unions. Reprints of the Sussman article were requested by many attempting to start CDC financing efforts in other states.

The February/March issue published some preliminary findings drawn from a research project John MacPhee conducted on CDC relationships with local government. The article examined the strategies CDCs use in dealing with local governments, giving examples of how specific CDCs have used them. In another article Carl Sussman analyzed a proposal by the Massachusetts Governor's Task Force on Job Creation for the generation and subsidization of jobs through transfer payments.

The April/May newsletter contained an extract from a research study being conducted by Rudy Yaksick on state development finance mechanisms and how these institutions and programs do not address the needs of low-income communities. That is, they are not antipoverty institutions since they do not contravene the operation of the private market in its perpetuation of capital-poor areas. The article and the research study have aroused considerable interest among foundations and other research groups.

This issue also contained an article on appropriate technology and community economic

development. Right now there is media excitement over AT, and community groups all over the country are entering the field. This article was prepared by David Morris of the Institute for Local Self-Reliance, a consultant to CCED.

The June/July issue carried an article condensed from the case study on TELACU (to be published in October 1977), and one on the underlying theories of community economic development by Stephan Michelson, "On Profit Maximization by SIP Ventures." The article examines the SIP directive to maximize profits, and suggests that different kinds of market failures require different kinds of economic development intervention strategies.

Case Studies

There have been seven case studies in progress during this year. In May the study of CEDC of Alaska, by Lawrence Parachini, was published. The experiences of the CDC are examined in the context of its unique environment. Aside from the overwhelming challenge of the wilderness, Native Alaskans are trying to retain their centuries-old culture while seeking economic independence within the conditions imposed by statehood within the USA.

In June CCED published "A Case Study of a Community-Based Service: Selling Food Stamps." A consultant, Lawrence Parachini, used previous CCED studies as the basis of a report on the experiences of two CDCs, TELACU and East Boston CDC, as vendors of a government-sponsored service. The evidence suggests that in order to have major impact on shaping public policies that affect the poor, community-based groups must strengthen their credentials as proficient service deliverers. The report offers practical guidance in planning and operating local projects.

In production at this point are the case study of TELACU, now a multi-million-dollar corporation in East Los Angeles, and a study by Stewart Perry of the Roxbury Action Program. The TELACU study will be published early in the fall, the RAP study in the winter.

First drafts of the case studies on Pyramid Development Corporation (formerly North Lawndale Community Development Corporation) in Chicago, by Louise Houghteling, and Union Sarah Economic Development Corporation in St. Louis, by

Lynette Benton, are ready for review by the CDCs and OED. CCED is presently negotiating with Central Coast Counties Development Corporation in Aptos, California, on a study.

In addition, Lynette Benton has made two site visits to Hough Area Development Corporation in Cleveland in connection with a planned case study.

OED AND TITLE VII SUPPORT

History of the SIP Program

The history of the SIP Program is being written by Lawrence Parachini. He will use legislative and congressional committee material prepared for CCED under prior contracts. In addition, he brings to the job years of experience with various OEO programs and site visits to CDCs.

In December 1976 CCED held a conference here with the major actors in the formulation of legislation and program goals for community economic development. The participants were those members of the OEO staff and others who had been involved in original versions of the legislation, and CDC directors who were instrumental in formulation of the program. Among those present were Arthur Blaustein, William Spring, Geoffrey Faux, Stewart Perry, DeForest Brown, Cecil Butler, and Ambrose Lane. The aim of the conference was to obtain the perspective of these crucial people, and to review the critical points at which the CDC movement was faced with formulative choices.

In addition to its importance for the history of the movement, the conference provided an excellent background for the SIP Design Project (see SIP Design Project). The conference was taped, and is in the archives at CCED with other material that forms a selective library on the CDC movement.

The history will be completed in draft form in September. It will be of use to theoreticians and practitioners of community economic development, and will provide the story of what happened from an advocacy point of view.

SIP Design Project In late January 1977 CCED was suddenly awarded a six-month supplemental grant of \$257,000 by the

Community Services Administration to undertake an empirical description and analysis of the present internal program design of the Title VII program as implemented by OED, and to prepare program design alternatives, using Title VII and field experience to date as the touchstones. Designated the SIP Design Project, the grant began February 5 under the supervision of the Public Affairs Director, Susan Horn-Moo. In all, eight staff members were hired to work on the project.

The first phase of the project was an analysis of the design within OED and consisted of a review of all available material relevant to policy and practice, including the legislation, federal regulations, internal reports and memoranda, and interviews with OED staff and CDCs. Phase II of the project was simultaneous work on conceptualizing a project design and specific models for a design that will meet the goals of the legislation more effectively. A third piece of work, to examine how a successfully implemented program could be evaluated and requiring the creation of impact measures, was sublet to CCED's Research Division.

As the project began, the Public Affairs Director and the Project Director met with the NCCED Evaluation Committee in Chicago to seek the committee's ideas and suggestions.

On March 20 and 21 a conference of CDC directors was held in Washington, D.C., to get initial input from the CDCs on the present design of the SIP. Many of the questions discussed at the conference came out of the meeting with the NCCED committee and a review committee at CCED. The directors were asked about their understanding of the SIP's intent, OED's and their own judgments of their CDC's effectiveness, critical incidents for the CDCs' programs during the last three years, and specific things that hamper and specific things that facilitate CDC operation. Interviews were also held with OED and CSA staff.

Among the difficulties with the program identified in the interviews and at the meeting was a lack of agreement on specific policies, goals, and definitions. The recent political and economic climate, a situation that has not been conducive to community-based economic development, was also discussed. Many also felt that there had been a vacuum in the leadership role of CSA and

OED in recent years. The fact that OED does not require reports on the full range of development activities tends to reinforce the emphasis on venture profitability to the detriment of other types of projects. Another area of concern was the lack of available training and high level technical assistance.

Subsequently, CCED staff met, first with representatives of Bedford-Stuyvesant Restoration Corporation in New York City to discuss problems and issues of the SIP, and then with Jim Digilio to discuss the Phase I Report outline and the results of the March CDC Directors' Conference.

Research and Public Affairs staff met with the staff of Mariscal and Company to establish liaison between the SIP Design Project and a Management Information Systems project simultaneously let by CSA to Mariscal.

Correspondence submitted by a sample seven CDC directors from their files was reviewed and analyzed by the project staff, as were the Special Conditions attached to the seven CDCs' grants. The Phase I Report was submitted to OED on April 15. Copies were also sent to Larry Parachini, Stewart Perry, and Geoffrey Faux for their review, and to Mariscal and Company. The point of this report was to describe the present design elements at OED and to clarify the issues that needed to be resolved in any alternative designs. Members of the project staff prepared the outline for the report and met with the CCED Review Committee and NCCED Evaluation Committee to discuss it.

The NCCED Evaluation Committee's comments were obtained and plans for the rewrite were made; tasks were assigned to project staff.

For the May 16 rewrite OED policy memoranda and CDC correspondence were again reviewed and analyzed. A sample was selected from a list of CDC papers (grant packages and OEDPs) for review and analysis, and the guidelines for CDC planning grants and general conditions were reviewed. Comments were received from Larry Parachini, Stewart Perry, and Geoffrey Faux.

The revised Phase I Report was mailed to the Evaluation Committee members on May 11, in time for the May 16 meeting of NCCED in New Orleans. At that meeting staff met with the Evaluation

Committee to discuss the report and components of the program design. They also met with representatives of the National Economic Development Law Project and the National Training Institute for Community Economic Development to discuss the report, and with Jim Digilio to discuss the role and function of support groups. Comments on the Phase I Report were received from Jim Digilio on May 20.

Preparation of Alternative Designs. Planning and individual assignments for this second phase were begun while Phase I was in progress. As stated, a subproject on Measuring Social and Economic Impact was subcontracted to the CCED Research Division.

Prior to developing alternative designs, staff began conceptualizing the meaning of "program design" and writing a model of a SIP design, to stimulate thinking about what the "elements" of a design should be. The staff reviewed pertinent materials to identify implicit designs.

Possible program designs for the SIP were developed and discussed with the NCCED Evaluation Committee. Alternative designs were discussed with the CCED Board of Directors and the staff. Others in the field were consulted, among whom were:

1. Sol Chafkin of the Ford Foundation to discuss the design and operation of their community economic development program and what their experiences could suggest were better procedures and goals;
2. Henry Mestre, director of the Spanish-Speaking Unity Council (a planning grant finalist), to discuss the SIP from the point of view of a group seeking to "join the group";
3. B. Robert Richardson, the director of the Greater Richmond (California) CDC, another non-SIP supported group, to see what could be done with limited funds outside Title VII;

4. Hugh Key of the Inter-American Foundation to discuss their community economic development program's design and operation in an international context;
5. John Hagen of People's Development Corporation, a non-refunded CDC, to discuss their views of the SIP, now that they had the perspective to review the pros and cons of their association with the program.

Project staff also reviewed available resource material on community economic development support groups. It was decided to attempt to create six different designs for the Special Impact Program, using the staff and consultants. Among the consultants used on the project were Morris Shepard, on an experimental approach; INED, on improvements in a business-based process; Willie Mayfield, on improvements to the present design; and Richard Goldstein, on a radically decentralized approach.

In the course of the project many internal memoranda were generated, such as:

1. A Program Design for SIP
2. Outline of Program Design Components
3. Program Design: Process and Implementation
4. INED's Program Design for SIP and Outline of Program Design Components and Issues.

The project made arrangements for Regional Conferences of CDC directors to be held in Washington, Chicago, and San Francisco. The Outline of Program Design Components and Issues was mailed to CDC directors in advance with a letter describing the purpose of the conferences. By the end of June (the time covered by this report) the SIP Design Project was progressing firmly toward its next deadline of a draft report due July 15, 1977.

NCCED SUPPORT

In this fiscal year CCED was invited to and has joined NCCED as a full paying and voting member, and has helped the organization to revise its bylaws. Staff have also helped with a proposal to OED to alter proposed federal regulations on non-federal share requirements for CDCs. At the Northeast Regional meeting held in New York City in the spring CCED agreed to put together a brochure on community groups and their ventures in the Northeast. Staff also attended the NCCED quarterly meetings in Phoenix, New Orleans, and Atlanta, and the annual meeting in Washington where they participated in panels and attended NCCED committee meetings including NCCED regional meetings held in conjunction with the quarterlies. At committee meetings in Phoenix the first draft of the bylaws for the Council of Community Representatives was worked on. The Council of Community Representatives (formerly called the Board Caucus) is a group composed of the members of the Boards of Directors of the Title VII CDCs and is part of the NCCED structure. These bylaws--a constitution for the Council--were worked on again at the quarterly meeting in New Orleans and rewritten by Susan Horn-Moo to reflect the decisions made at that meeting. Another committee discussion at quarterly meetings centered on the Legislative Oversight Committee's review of possible amendments to Title VII legislation. At the annual meeting in Washington, CCED set up, at NCCED's request, a display to highlight CCED's publications and available services.

DeForest Brown and Susan Horn-Moo also attended a three-day meeting in Roanoke, Virginia, at the National Center for Community Action to discuss the entire CSA legislation and its impact on CAPs and CDCs.

A staff member from the research division prepared a legislative analysis of the National Consumer Cooperative Bank Bill that focuses on CDC access to the bank. NCCED used this in deciding whether or not to support the bill.

Rural Committee

At the NCCED quarterly meeting in July in Atlanta, Susan Horn-Moo worked with other members of the Rural Committee on the implementation of Parts B and C of Title VII. In connection with this she

gave a presentation on the history of Title III A of the Economic Opportunity Act of 1964, and sections VII B and C of the Act of 1974. The focus of the presentation was implementation of the Title VII C Rural Development Loan Fund, using money that was already available to CSA by authority granted from Title III A. The background work for the presentation became part of the suit initiated in December 1976 against CSA, brought by the Rural Committee. She also worked as a legal resource person for the Rural Committee at the quarterly meeting in New Orleans.

Hearings on Title VII

A staff member participated at the NCCED Self-Assessment in preparation for the hearings on Title VII in March. A CCED concept paper on the program was used by the NCCED/CDC group in writing its final presentation for the hearings. Also in connection with the hearings, DeForest Brown, Susan Horn-Moo, and Stephan Michelson met with staff from the Government Operations Committee to discuss the Title VII program. Staff also attended an all-day working session in Washington as members of NCCED's Legislative Task Force to analyze CDC problems with the present version of Title VII. The newsletter editor monitored the hearings.

NTICED

DeForest Brown worked with an NCCED committee to review the training needs of CDCs and eventually was appointed to the board of directors of the newly formed National Training Institute for Community Economic Development, which received an OED grant. He worked as a member of the board to hire an executive director for the institute. CCED staff spent a day with the director who was chosen in order to acquaint him with our program, and have also helped the institute with reviews of their proposals.

DEVELOPMENT ASSISTANCE

Pamphlets

A manual for groups planning to organize a CDC is being prepared. It will be called "Starting a CDC," and will include references to other planned CCED pamphlets on funding and community organizing. Other pamphlets proposed were on how to choose a venture, the role of CDC boards, and

Title VII and OED. A pamphlet on economic descriptions of neighborhoods is proposed. It will be for the use of CDC board members and other community people who will be involved in making decisions on ventures, and will contain basic concepts about the economy and explanation of community economic development terms.

Legislative
Support for
Community
Economic
Development

Staff worked with community economic development groups and legislators to monitor proposed changes to the Massachusetts Community Development Finance Corporation legislation and worked with CDCs and state staff in other states to aid them in preparing legislative packages for CDC or development finance legislation. Monitoring the legislation into the implementation stages has been an important part of this project, and has focused attention on the elements necessary to make the Massachusetts CDFC an effective mechanism for community economic development. Since CDFC provides no resources for supporting the CDC itself, it cannot operate effectively unless the state also creates a technical assistance agency that provides project planning services and organizational help. Working within the Public Affairs division, Carl Sussman has done research outlining the functions of such an agency and has helped draft a piece of legislation: The Community Economic Development Assistance Corporation.

A staff member also testified before the Massachusetts House Urban Affairs Committee on a proposed program to provide grants and loans to communities to start enterprises.

The executive director met with a staff member of the Congressional Subcommittee for Cities to discuss CDCs and their potential for revitalizing neighborhoods.

Wednesday
Breakfast
Seminars

A staff member has continued to attend the Wednesday breakfast seminars held by State Representative Mel King on economic development in Massachusetts. These seminars have dealt with the Governor's Capital Formation Task Force report, the Governor's Job Creation Task Force report, the governor's economic development program for the state, the "workfare" proposal, and the state's growth policy. They are a major reason why community economic development has gotten as far as it has in Massachusetts. Largely as a result of

having defeated the governor's proposed industrial development package, a subcommittee of the break-fast seminar group has been a major party to negotiating on a new package. The group has submitted to the legislature a design for a technical assistance agency for CDCs and other community groups, and continues to monitor and work on amendments to the Massachusetts CDFC; individual members work in an advisory capacity in the state government; thus the group has an important role.

Massachusetts
State Council

DeForest Brown and John MacPhee also met with Title VII CDCs in Boston and other local community-based economic development organizations to begin the formation of a council that would mobilize existing state resources and create new resources to support community economic development.

Staff consider the work in Massachusetts the vanguard in developing the concept of state support of community economic development, and thus as instrumental for creating models for other states. Staff members monitor not only the substance of legislation but the process by which it is produced and implemented. CCED thus hopes to be able to provide very concrete advice nationwide.

Title VII CDCs

CCED staff spent an afternoon with the director of Kentucky Highlands Investment Corporation to discuss development banking, and the possible applicability of the Massachusetts CDFC to Kentucky. The Research Division provided information to KHIC on how to assess the benefits of particular ventures, focusing particularly on a vertically integrated pig production unit, and on studies that document the failure of supply and demand side labor subsidies, and suggested how to get true job creation programs going. The division also provided a methodology for calculating the capital requirements of an impact area for the Economic Opportunity Council of Nassau County.

CCED staff spent a day with Deborah Roth of the planning staff of Dineh Cooperatives discussing strategies and sources of information. Public Affairs and Library staff compiled written testimony by congressional representatives and senators in support of the Special Impact Program

for the use of an attorney for Southwest Virginia Community Development Fund.

At the request of Greater Roxbury Development Corporation, staff worked in conjunction with a professional trainer to design and plan a board and staff training program for GRDC. This has not yet been implemented because of unforeseen financial difficulties.

CONFERENCE PARTICIPATION

On November 10, 1976, the Center cosponsored with the Massachusetts Law Reform Institute and the Governor's Capital Formation Task Force a conference on the Massachusetts Community Development Finance Corporation (CDFC). The purpose was to explain to community groups, lawyers, and others how to use CDFC. Several staff members served on panels on different aspects of CDFC, such as how to start ventures, the CDC concept, and legal problems. A summary and analysis of the enabling legislation was jointly prepared by CCED's Research and Public Affairs Divisions. This document was subsequently included in a compilation of materials for the Northeastern Conference on Alternative State and Local Public Policy held in Hartford, Connecticut.

The staff participated in several other events. Susan Horn-Moo was a panelist at a conference put on by the CSA Region V office in Chicago on the subject of economic development. DeForest Brown was a panelist, speaking on both CDCs and development banking, at the above-mentioned conference on alternative public policy held in Hartford. Other staff participated in the Hartford seminars as well. A research staff member attended a conference on credit unions in Yulan, New York, sponsored by the National Center for Urban Ethnic Affairs. The Institute for New Enterprise Development, as our consultant, prepared material on how to select and start a venture for a New England CAP Directors conference in Hartford.

Several staff attended the Southwest Corridor Coalition conference on the policies that should govern development of the Southwest Corridor. DeForest Brown was keynote luncheon speaker.

Stephan Michelson attended an EDA conference on development banking in Washington, D.C., and with another staff member attended hearings on the Massachusetts State Economic Opportunity Committee. During the state election Stephan Michelson spoke to the SEOC board on community economic development as an aid to their effort to write an alternative platform to Governor Dukakis' business investment strategy for economic development.

Deanna Brown attended the Rural Housing Conference in Durham, New Hampshire, in June, sponsored by the Housing Assistance Council, where she participated with housing agencies and public sector officials in drawing up policy statements regarding the housing needs of the rural poor. The policy statements were directed to the federal officials responsible for programs addressing the needs of the rural poor. She also gave planning advice to Pyramidwest Development Corporation in Chicago, and attended the Tenth Anniversary Conference sponsored by the Lawndale People's Planning and Action Council, the CDC's community organization component. At that conference DeForest Brown was a speaker on Community Economic Development and Macroeconomic Development Policy and Planning.

Also while in Chicago, Ms. Brown attended portions of the Woodstock Institute's Conference, "Banking for Non-Bankers," to obtain information for her newsletter article on Pyramidwest's bank holding company.

In June Lynette Benton attended the Seventh National Symposium in Atlanta on the State of the Black Economy, sponsored by the Chicago Economic Development Corporation. She interviewed a number of participants for an anticipated report.

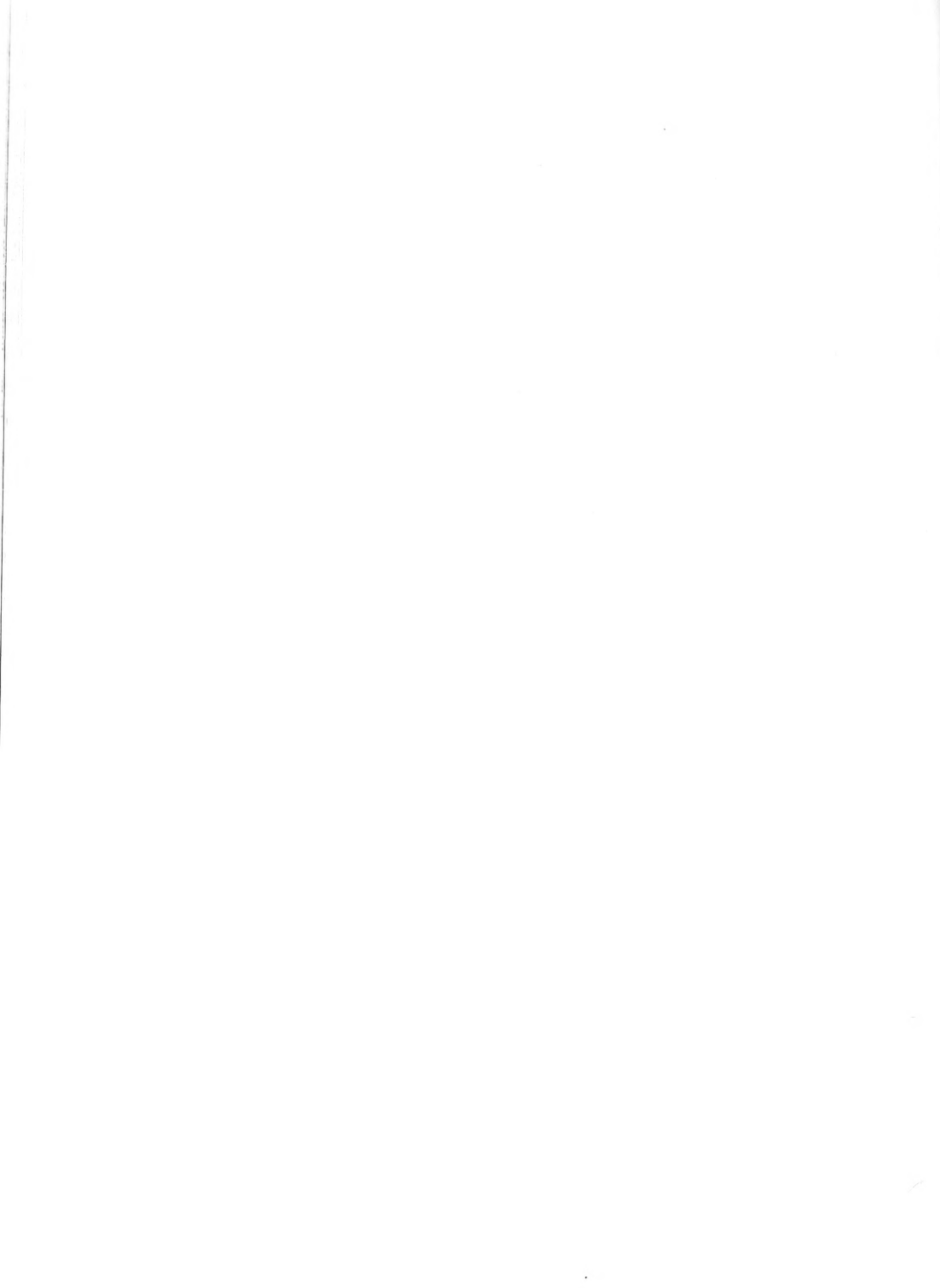
On March 30 and 31, Cynthia Rose attended and recorded for CCED the last two sessions of the oversight hearings on CSA conducted by the House Government Operations Subcommittee on Manpower and Housing. The General Accounting Office, OED, and NCCED representatives testified on behalf of the Special Impact Program.

On May 3, DeForest Brown gave a speech on community economic development before the National Conference of Neighborhood Councils in Jacksonville, Florida.

REGIONAL RESOURCE MOBILIZATION

At the request of New England Community Action Program Directors Association, the Public Affairs Division at CCED drafted a proposal for submission to CSA Region I and NERCOM for technical assistance and training programs for local Community Action Agencies with economic development projects. The proposal was endorsed by NECAPDA. Susan Horn-Moo and John MacPhee attended the Annual Meeting of NECAPDA in Durham, New Hampshire, in May. They met with the economic development committee to discuss CCED's proposal to provide technical assistance to CAAs. At the seminar on economic development, John MacPhee gave a speech on CAAs and community economic development activities. At a later meeting the same day the full association endorsed the committee's recommendation that "the Association reaffirm the endorsement of the CCED proposal for economic development technical assistance to CAAs and that the state CAP Associations, SEOOs, and President of the Association communicate this to the Region I and National CSA office to encourage its funding." In order to facilitate this support a summary of the proposal and budget has been distributed.

Public Affairs also contributed to the conceptual framework and budget discussions of a draft proposal on the implications for CSA of CAA involvement in economic development activities, submitted to the National Office by the Research Division. This proposal, to conduct a study of CAAs across the country in order to explore their economic development activities and assess their ability to use additional resources for community economic development, was developed at CSA's request.



RESEARCH

The aim of research is to discover general truths about a given subject. A researcher works within a larger frame of reference than do participants in any particular issue, and poses and answers questions about an issue or situation rather than simply describing it. The aim of CCED research has always been to frame questions so that the answers would provide information, not just conclusions. Thus we did not set out to ask what is the best way for a CDC to relate to local government, the answer to which would convince few, but rather what are the strategies CDCs have used, and what seem to be the advantages of and problems with each? This Annual Report provides a good opportunity to assess our past direction, and suggest the future.

In the past two Annual Reports we have stressed the logic of research, including how to conceptualize a problem, how to gather evidence, pursue analysis, and arrive at a recommendation. What has not yet been discussed is the disorder in the basic information that has been available to us, and how much of our effort has been devoted to preparing a basis for any research that would use SIP-funded CDCs as observations.

This work began as our Census of CDCs, an attempt to bring together (and eventually put into a computer data bank) all pertinent information about the activities of CDCs. The sources of this information were the CDC quarterly reports, refunding proposals, and other documents that CDCs submit regularly to the Office of Economic Development. In the course of this work we discovered a number of important facts:

1. The reports are often incomplete and inaccurate. OED needs to give more attention and thought to the reporting system. The idea of a systematic arrangement of data that would be accessible to researchers is absent.

2. OED's sporadic attempts to clean up its data system have resulted in two different contractors' arriving, working, and departing, with little to show for it. The idea of an accessible data base is slow in gaining acceptance at OED.

3. CDCs, when given the opportunity, have responded very favorably to the idea of systematic data collection. They do not see it as a burden when it is designed so as to make their role in producing data as clear and straightforward (and useful) as possible.

More important, the form of the data is determined by OED policy. Since the policy has been made to date with no regard to future analysis, the data created are virtually unanalyzable. Thus most of the figures that we have put together are open to challenge from an observer familiar with any particular situation that is a source of the figures. Therefore we spun off from the data-gathering work the data base project, designed to go back to the policy level and describe how grants could be given and activities reported on in a manner amenable to ex post facto analysis. Without some improvement in these areas, it is difficult for us to help new CDCs perform better than old CDCs, since generalization from the experience of the old CDCs will not provide as clear a picture as it would with better data.

In this connection, our grant proposal to OED, the major source of funding for this past year's work, stated, "If the basic constraint on early CCED research was that data could not exist, the constraint now is that it does not exist, or that at least it has not been collected and therefore does not exist in a usable form." Our major effort this past year has been to fill that gap. It is important to understand that gathering and organizing basic data has no intrinsic interest, and very little immediate product. It is merely the requisite first step in analysis. Some analysis of this data has been done and we have supported other, more analytic, projects. But the year must be seen as primarily one of building a valuable resource for future research.

The problem of data collection occurred again as we began our

research on development banking. The basic information necessary for a sophisticated view of what a new development finance institution might look like had not been gathered. Getting this data required a more analytic approach than did the gathering of CDC report data: it was more like the data base project in which after we asked what CDC data we would like to have, we then had to discover and describe how we could get it.

In both projects, we have much success to report. The end of the fiscal year saw us within sight of completing two volumes of basic information in the development bank series. The first is an overall review of the mandates and operations of state, federal, and international finance institutions, in which we attempt to be comprehensive in the institutions we included, and have relied mostly on published documents and responses to our first drafts from the institutions. The second is a more thorough review of nine institutions, selected to represent a range of activities and interests, with site visits and interviews in all cases.

In addition, we have completed a draft of our CDC Census for 1974-75, and are part way toward completing the 1975-76 Census. More important, we have established a staff and a system that made it possible to increase our productivity in this gathering effort. Perhaps most important of all, we have arranged for assistance from Bedford-Stuyvesant Restoration Corporation in redesigning our data gathering around a more comprehensive view of what a CDC does. Two staff members visited Restoration to prepare for this review, which is scheduled for the fall and winter of 1977-78.

The effort to systematize the data storage and retrieval at OED, including minor policy changes, met with less success. We brought it to a stage where we needed a mandate from OED to continue, and a commitment from them to pay attention to our results. The National Congress for Community Economic Development supported us by creating an Evaluation Committee, composed of representatives from CDCs, to whom we could present the results of our work in order to obtain the

approval of the CDCs. That committee asked OED for a commitment to organize a system based on the work we had done. The commitment did not come. Meanwhile, a contract to do something similar was given to another agency. We cooperated fully with that agency, giving them all of our materials. But we have not heard that they had any more success than we did in interesting OED in a new system.

Our response to this has been a change in the direction of our efforts. Our first grant proposal that allowed for a separate and unified research component assumed that the most fruitful way for the new Research Division to help CDCs would be to help create a better operating structure at OED. Most of our efforts were overtly designed to aid OED directly, the CDCs indirectly. Most of our product was designed to affect decisions made by OED, not decisions made by CDCs. This seemed as if it would be an efficient approach since it would leverage our efforts widely over all CDCs, and set an example for future governmental efforts.

This reasoning turned out to be flawed. If OED was not responsive to our efforts, then we were leveraging nothing. We now realize that, on a day-to-day basis, CDC personnel have more interest in accepting the help we can offer than OED does, even if they have less ability to act on it. This calls for framing research questions that can lead to improving those decisions that are made at the CDC level. Since our main aim is to help community groups, we will turn more toward research aimed at direct help, and away from the indirect approach of this past OED grant. The community canning study and the fishing cooperatives and venture monitoring studies are examples of this new direction.

We have worked toward organizing production in the Research Division so that tasks and skills are matched. This has required some turnover, and some reassignment. One senior researcher now works exclusively in the Public Affairs Division and two left CCED during the course of the year. At present there is one senior researcher on the research staff. However, two people have come in as researchers

(the next level down from senior researcher), bringing needed skills for particular projects. There have also been promotions from research assistant to research associate, and new appointments at the research assistant level. We have a regular program of skill upgrading, combined with a hiring policy that seeks specific research skills to perform the projects we plan to do.

Our research proposal listed five areas of activity: collection and presentation of basic data, analysis and evaluation, formulative studies, service materials for CDCs, and economic environment. Work in all these areas will be found in the description of CCED research projects, which follows. We are well on our way toward fulfilling our grant terms. In addition, a supplemental grant to provide measures for SIP designs was headed toward completion on time as of the date of this Annual Report. The paragraphs above indicate that we intend to do better by fitting our projects to the field as well as we have fit staff skills to tasks.

Description of Projects

DATA DIVISION

The data division is a new subgroup within Research. It began with the project that became Census I--the first attempt to organize information on CDCs and their ventures. It became clear as the work on the census progressed that many of the informational problems could not be solved at CCED, as they were problems generated by the forms on which CDCs report their activities, and the way these forms were used. Thus the data base project, described below, was spun off from the data division. The data base project is concerned with future, alternative forms of data generation and storage, whereas the data division remains the archive of current information.

During the past year Census II (1975) was completed and Census III (1976) begun. In Census II charts of CDC organization were added; Census III will have more extensive data descriptions of CDC activity. From Census II a venture compilation on sales, employment, assets, and net worth was made by major Standard Industrial Code Classifications (agriculture, construction, manufacturing, transportation, wholesale trade, retail trade, finance and real estate, and service). With the completion of Census III, it will be possible to follow some ventures over a three-year period.

The data division is able to respond promptly to many requests for information on various topics, such as CDC experience with MESBICs, the number of CDCs involved in industrial park development, salaries of CDC personnel, and personnel systems. An OED request for information resulted in a 30-page report on rural marketing cooperatives associated with Title VII CDCs.

Data Base

It became clear as the staff worked on the Census that the system of CDC reporting to OED produced incomplete and even erroneous information. The quarterly report, which is a major form in which CDCs report their activities, is often repetitive and often does not address the questions about the ventures that would offer useful data. Therefore, a CCED staff member began work on devising forms that would make information more easily available. These forms would make it possible to distinguish

between input and output--that is, material could be fed into a computer from questions on the forms and could be obtained from the computer in answer to other questions. Thus, a researcher would not have to read a series of quarterly reports to find out one particular kind of information (for example, how many CDCs have lawyers on their staffs, or the rate of staff turnover in CDC ventures). The use of computers would make the forms both easier to fill out and more informative.

The staff member assigned to this work spent several weeks in Washington compiling information, interpreting data, and advising OED staff on the uses of data compilation. A final first draft of the recommendations for a reporting system was offered to OED and submitted for review by the Evaluation Committee of NCCED in December 1976. The NCCED Evaluation Committee praised the work, and asked OED for a commitment that they would act on the data project. CCED decided it could not continue without an indication of OED receptivity. The commitment was never made by OED. A contract to do a reporting system was later given to Mariscal and Company, in Washington, D.C. CCED has turned over all its materials to them.

To close our work, we decided to write up four issues in depth. These papers demonstrate the ways in which policy and information flows are linked. The four papers, drafts of which were completed in August, are:

1. OED Informational Flows
2. Proposals: A Tool in Data Collection
3. Policy Toward the Federal Characteristic of Money and Its Implication for Reporting
4. Classification of OED Grants: Current and Proposed

Eventual publication of this material is expected and will include some reflections on its significance. The title will be Issues in Program Monitoring.

conference was organized so that the members of CDC staffs who do not usually have the opportunity to meet each other would be able to do so, to exchange information, and possibly collaborate in devising programs such as summer internships or exchanges. A nationwide survey of CDC staff needs was made and an agenda devised to aid both economic planners and venture development staff. The conference took place at the NCCED quarterly meeting in St. Louis, and CCED worked with NCCED's staff in coordinating the details. More than 70 people, from 31 SIP-CDCs and 6 non-Title VII community organizations, attended the conference.

There were eight separate sessions on the agenda, all of them moderated by CCED staff. A major goal of the sessions was that they be participation-oriented, focusing on experience-sharing rather than "how-to-do-it" presentations. A follow-up questionnaire shows that most of the participants felt the conference was useful, and would attend another one if it were offered. The sessions that seemed to be of the most interest were "Chasing the Buck," moderated by DeForest Brown, and "Development Planning," moderated by Rudy Yaksick. At the wrap-up session a Planner's Advisory Committee of six people was formed. These people pursued the question of future contact among CDC planners, but the energy slackened and the committee is inactive.

A draft of a paper, "Analytic Techniques for Small Area Economies," was circulated at the conference. This paper, written by Ned Hill under contract to CCED, reviews the techniques that economists have developed for analyzing the forces at work in a small-area economy. At the conference, some interest was expressed in specific techniques; in general, however, the academic techniques reviewed were not considered likely to be helpful to CDCs. This was the point of the commissioned paper, which will be revised for publication in the coming year.

CDC MONITORING OF VENTURES

One of the results of the Planners Conference was a clearer understanding of the problems CDCs have in their relationships with their ventures. In general CDCs have no systematic procedure for monitoring the ventures that they fund; neither do they have a procedure whereby they have enough control to act on the information obtained from

monitoring. One cause of this is that CDCs have not paid enough attention to the monitoring issue, especially while deals are being structured. The relationship with a venture does not end when the venture is set up; the CDC needs staff who will ask the right questions at the right time. A CCED staff member is currently devising a checklist for CDCs to go through when they make a deal with a venture so that they can not only monitor, but also move when necessary. This is important information for OED to have when it is allocating operating funds to a CDC.

DEVELOPMENT BANKING

In 1974 OED, in response to a mandate from Congress, awarded CCED a grant to do a formulative study on development banking. This is the only legislation Congress has ever passed expressing interest in the field of development finance.

In the process of working on this project CCED has been involved in the creation of the Massachusetts CDFC (see State Activity) and has generated resources for the field as a whole. We now have on our staff two economists who are devoting their full attention to development finance, Susan Bartlett and Ken McPherson.

A three-volume report from this project is nearing completion. The first volume, by Rudy Yaksick, known as the Red Book, is a broad survey of over 30 state, federal, international, and community-oriented development finance institutions. They are described in terms of their backgrounds, organization, and sources and uses of funds. Volume II, a 350-page model of the operating characteristics of nine development finance institutions, has been accepted by OED and is ready for distribution to the Advisory and Research Committee.

These two volumes form the data base for the third volume, which describes a proposed National Community Development Finance Corporation. This last volume reviews the experience of a wide spectrum of finance, development finance, and development institutions and recommends procedures and policy for the proposed institution. Together the three volumes form the backup for the summary report OED will submit to Congress. In connection with this project Ken McPherson attended the EDA Conference on March 3, 1977, the NCCED annual meeting in Washington in February 1977, and the Woodstock Institute Conference in June 1977.

ECONOMIC IMPACT

In 1974 George Goldman was given a contract to devise input/output multipliers for three CDCs. At a conference on input/output measures sponsored by CCED in April 1975, the results of the study were questioned. Bokonon Systems in Washington, D.C., which had a larger contract to do an intensive analysis of one impact area, was given a small contract from CCED to compare the two studies. The Bokonon Input-Output Matrix, reduced to Goldman's dimensions, came up with much smaller multipliers. CCED and Mr. Goldman agreed not to publish his study. The material and the Bokonon critique will be added to the collection of the library at CCED.

COMMUNITY CANNING

In March the study of community canneries, Community Canning Centers by Stephen Klein, was completed. It was published in time for summer use and includes a history of small-scale canning, eight different models of canneries, and a cost/benefit analysis. The study revealed that while community cannery centers do provide communities with a variety of benefits, the canneries are not self-sustaining. All the centers studied have thus far required modest subsidization. There has been a great deal of interest in this report, and it has been favorably reviewed in relevant publications.

CDC/GOVERNMENT RELATIONS

This project is attempting to determine both what relations exist between CDCs and local governments, and what kinds of mutual activities could take place. There are two parts to the project. The first is an empirical study of the different kinds of relationships CDCs have with local government and the advantages and disadvantages of each. The second is an examination of the kinds of services CDCs and other community groups can get from local governments under present legislation.

FISHING COOPERATIVES

A proposal for a study of fishing co-ops has been subcontracted to William Ronco and Peter Bateman. The objectives of the study are to assess the use of the co-op form for economic development and to ask basic questions about the role of the manager in a co-op, the effect of exclusiveness in mem-

bership (does the co-op compete with other organizations, or does it see its development as linked to theirs?), competitiveness within the co-op, and skill acquisition and upgrading.

LEGAL STRUCTURES

The legal structures project, which was undertaken in order to determine and chart the legal structures of all CDCs, encountered many difficulties and has resulted in material that did not measure up to expectations. In-house management review is now in process in order to reach a decision about future activity on this project.

STATE ACTIVITY

CCED is presently conducting a survey to find out what states do to support community economic development activity. One goal of the project is to discover if the relevant people in the various state bureaucracies need and want a forum for communication with each other, and whether CCED can help establish such a forum. In June several hundred letters were sent out to find out about state programs in forty-one states.

The project manager, Carl Sussman, is involved with the development of the Massachusetts CDFC. For example, a problem with CDFC is that it has been fashioned to finance relatively large-scale, sophisticated enterprises, while most of the state's community economic development groups are small and relatively inexperienced. Therefore, the project has tried to find how other state programs could be used to finance entry-level CDC enterprises and/or be used to enhance the CDC's equity position in CDFC-financed deals.

Finally, in response to official attempts to integrate CDFC's mission with the state's larger industrial growth mechanisms, the project has explored arrangements whereby CDFC could be integrated into the state's overall economic development program without being able to use the state's more traditional economic development instruments for CDC activities.

APPROPRIATE TECHNOLOGY

Over the grant period, largely because of Rudy Yaksick's involvement with several relevant projects, CCED has become known as a resource for

the CDC movement in the field of appropriate technology. The advantage of AT for communities is the self-reliance it makes possible in both production and consumption. Through the use of such technology, production can be fueled by renewable energy, such as a water turbine or a windmill, and the energy used by households in the community can itself be renewable--for example, solar space heating. In addition, the production process can be labor- rather than capital-intensive, and not require highly specialized skills.

Furthermore, self-reliance in terms of both energy and economics suggests that resources can be decentralized. This makes possible the creation of a technology that is consistent with a particular geography or climate, and can help a community achieve its own particular goals.

CCED has submitted a proposal to the National Center for Appropriate Technology for a study, to be cosponsored by NCAT and CCED, on the present and potential use of appropriate technology by community economic development groups. A key issue within the context of the project is economic feasibility vs. "appropriateness." In order not to confuse AT as a process (production) with AT as a product (consumption), the study will focus on capital products that in use require renewable energy sources, do not require large concentrations of capital, and allow clean, healthy environments. We will review community-controlled projects in three areas (waste recycling and reclamation, aquaculture, and solar thermal energy), directing attention to capitalization, industrial composition, labor force, profitability, and technical assistance requirements. Requisites for success in AT projects will be analyzed, and problems and possibilities such as conversion (retrofitting) of existing facilities, legal issues, economies of scale, and monetary cost of internalizing external production costs, will be covered.

In connection with this subject, several staff members have attended conferences on appropriate technology.

BUSINESS ACQUISITION

A contract to produce an introduction to business acquisition was completed by the Institute for New Enterprise Development but was deemed unsuitable

for publication by the Publications Review Board. No final in-house decision has been made about further work on this topic.

COMMUNITY LAND TRUSTS

For a variety of reasons the National Community Land Trust Center was unable to complete its work for us. CCED would now like to include new material and produce a more comprehensive volume than was first projected. Consequently, Research will look into the possibility of using NCLTC as consultants who will ultimately help us to produce a book on community land trusts.

MEASURES SUBPROJECT

A subcontract of the Public Affairs Division's SIP Design Project, to find ways of measuring the social and economic impact of Title VII CDCs, was let to the Research Division. During the first phase of the work, a computer literature search for relevant material referred us to 1,100 sources, over 300 of which were consulted. A separate search for data sources yielded a list of information available at the less-than-city level (often by zip codes), from federal, state, and local sources. With this background, and some work on measurement theory, the measures staff worked toward a final report to be called Social and Economic Impact Measures. They submitted a progress report in June. The final report was scheduled for completion on August 10.

NATIONWIDE DIRECTORY OF COMMUNITY-BASED ECONOMIC DEVELOPMENT ORGANIZATIONS

The intent of this project is to list and describe community-based economic development organizations. During the past year it progressed from the initial stage of identifying the organizations to a listing of nearly 400 groups. The staff of the project sent out a questionnaire to which 250 groups engaged in community economic development responded; the rest are umbrella organizations, and groups that came to the project's attention via the umbrella organizations. The listing for each group includes a profile of the development activities and information on the sources of funding. The information in the profiles is still being reviewed so that questions about the descriptions can be clarified. Organizations that sent back incomplete questionnaires, and SIP CDCs, are listed but not described.

The introduction to the material includes descriptions of the various types of organizations, and some discussion on how the survey was carried out. A sample questionnaire will be included in the directory so that more groups will be able to respond, and a future version will be more comprehensive.

APPENDIXES

Appendix A: Audit

LUCAS, TUCKER & CO.

CERTIFIED PUBLIC ACCOUNTANTS

1616 SOLDIERS FIELD ROAD EXT.

BOSTON, MASSACHUSETTS 02135

(617) 787-9404

NEW YORK
NEWARK
WASHINGTON, D. C.

August 18, 1977

To: The Board of Directors
Center for Community Economic Development, Inc.

We have examined the balance sheet of the Center for Community Economic Development, Inc. as of June 30, 1977 and the related statement of revenues, expenditures and changes in fund balances, and statement of functional expenses for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

Government contracts are subject to audit by the appropriate governmental agency and acceptance of final cost incurred under these contracts.

In our opinion, subject to the effects of any adjustments that might result from government audits, the aforementioned financial statements present fairly the financial position of the Center for Community Economic Development, Inc. at June 30, 1977 and the results of operations for the year then ended in conformity with generally accepted accounting principle applied on a basis consistent with that of the preceding year.

Lucas, Tucker & Co.

LUCAS, TUCKER & CO.

CERTIFIED PUBLIC ACCOUNTANTS

1616 SOLDIERS FIELD ROAD EXT.

BOSTON, MASSACHUSETTS 02135

(617) 787-9404

NEW YORK
NEWARK
WASHINGTON, D. C.

August 18, 1977

Board of Directors
Center for Community Economic Development, Inc.
639 Massachusetts Avenue
Cambridge, Massachusetts 02139

Gentlemen:

1. Introduction

This management letter is to report our findings of a compliance examination survey made in conjunction with our examination of the financial statements for the Center for Community Economic Development, Inc. (CCED) for the year ended June 30, 1977. The financial statements along with our opinion dated August 18, 1977 were issued under separate covers.

II. Grant Data

<u>Period</u>	<u>Grant Number</u>	<u>Program</u>	<u>Federal</u>	<u>Non Federal</u>	<u>Total</u>
1-24-77 to 3-31-78	12085	Special inact re- search	\$ 257,205	-0-	\$ 257,205
4-1-76 to 3-31-78	12085	Special inact re- search	\$1,361,320	-0-	1,361,320
10-1-76 to 3-31-78	12085	Special inact re- search	\$ 180,000	-0-	<u>180,000</u>
			Total		<u>\$1,798,525</u>

III. Personnel Contacted

Mr. DeForest Brown Jr., Executive Director
Mrs. Louise Braxton, Fiscal Officer

Exhibit A

Center for Community Economic Development, Inc.
Schedule of Incurred and Questioned Costs
For the Year Ended June 30, 1977
Grant No. 12085

	<u>FY 78 Cost Incurred</u>	<u>Questioned Cost</u>
Personnel	\$532,319	
Consultant	129,791	
Professional services	23,399	
Travel	59,389	
Space	37,725	
Printing	20,279	
Telephone and telegraph	21,028	
Publication and subscription	5,795	
Consumable supplies	15,153	
Xerox	6,862	
Postage	5,182	
Equipment purchase and rental	24,025	
Other costs	<u>9,617</u>	
Total	<u>\$890,564</u>	

LUCAS, TUCKER & CO.
CERTIFIED PUBLIC ACCOUNTANTS

Center for Community Economic Development, Inc.
Schedule of Budgeted and Incurred Cost
Grant Period Ended June 30, 1977

Exhibit B

<u>Budget Categories</u>	<u>Cost Prior Year</u>	<u>Cost Current Year</u>	<u>Total Cost Incurred</u>	<u>Approved Budget</u>	<u>Total Under (Over) Budget</u>
CSA Grant Project No. 12085 - 3-31-78					
Federal Share:					
Personnel and contract services	\$118,924	\$685,509	\$ 804,433	\$1,330,625	\$526,192
Non-personnel	<u>32,972</u>	<u>205,055</u>	<u>238,027</u>	<u>467,900</u>	<u>229,873</u>
Total Federal Share	<u>\$151,896</u>	<u>\$890,564</u>	<u>\$1,042,460</u>	<u>\$1,798,525</u>	<u>\$756,065</u>

Exhibit C

Center for Community Economic Development, Inc.
Schedule of Operations and Fund Balances
June 30, 1977

CSA Grant 12085 FY 78
Special Impact Program

<u>Program Funds Provided</u>	<u>Federal Share</u>	<u>Non-Federal Share</u>	<u>Total</u>
Prior year's balance brought forward	\$ -0-	\$ -0-	\$ -0-
Current year's fund	890,564	-0-	890,564
Current year's in-kind contributions	-0-	-0-	-0-
Program income	-0-	-0-	-0-
Total	<u>\$890,564</u>	<u>-0-</u>	<u>\$890,564</u>
<u>Program Expenditures</u>			
Disbursements and accruals	\$890,564	\$ -0-	\$890,564
In-kind contributions	-0-	-0-	-0-
Total	<u>\$890,564</u>	<u>-0-</u>	<u>\$890,564</u>
Percentage of Total Expenditures	100%	-0-	100%
Balance of Unexpended Funds	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>

Exhibit D

Center for Community Economic Development, Inc.
Schedule of Fixed Assets
June 30, 1976

ASSETS

Furniture and equipment	\$51,915
Leasehold improvement	<u>600</u>
Total Assets	<u>\$52,515</u>

FUND BALANCE

Acquired from general program expenditures under CSA Grants	\$45,527
Acquired from United States Government exchange	6,620
Acquired through other contributions	<u>368</u>
Total Fund Balance	<u>\$52,515</u>

Appendix B: Publications, Memoranda, and Reports: July 1976 - June 1977

Publications

Kelly, Rita Mae. Community Participation in Directing Economic Development. 1976.

Klein, Stephen. Community Canning Centers. 1976.

Parachini, Lawrence. CEDC of Alaska: A Case Study. 1977.

Smollen, Leonard and John Hayes. Sources of Capital for Community Economic Development. 1976.

CCED Staff. A Case Study of a Community-Based Service: Selling Food Stamps. 1977.

———. Center for Community Economic Development Newsletter.
7 issues. 1976-1977.

Memoranda and Reports

Albright, Victoria. "Revision of OED Monitoring System." (Memo to Louis Ramirez) July 1976.

———. "Design of Edit Programs for Data Retrieved in the New OED Grantee Monitoring System." (Report to OED) October 1976.

———. "Recommendations for a New OED Grantee Monitoring System." (Report to OED) October 1976. Incorporates "Revisions to Recommendations for a New OED Grantee Monitoring System." September 1976.

Bartlett, Susan. "Operating Characteristics of Selected Development Finance Institutions." (Draft report to OED) 1977.

INED staff. "Program Design for SIP and Outline of Program Design Components and Issues." (Internal memo) 1977.

McPherson, Ken and Rudy Yaksick. "Comments on the OFC/NRC Development Finance Proposed Draft." (Memo to Rockefeller Brothers Fund) 1977.

Michelson, Stephen. "Summary Venture Data." (Memo to Louis Ramirez) 1976.

———. "Tracing of SIP-Funded Venture Funds." (Memo to Louis Ramirez) 1976.

SIP Design Project Staff. "Interim Report on SIP Design." (Report to OED) April 1977.

_____. "Outline of Program Design Components." (Internal memo) 1977.

_____. "A Program Design for SIP." (Internal memo) 1977.

_____. "Program Design: Process and Implementation." (Internal memo) 1977.

Sussman, Carl. "An Act to Establish a Technical Assistance Program for Community Economic Development." March 1977.

_____. "Proposed Technical Amendments to CDFC." May 1977.

_____. "An Act to Promote and Coordinate Economic Development in the Commonwealth through the Massachusetts Economic Development Center." March 1977.

_____. "Technical Assistance." (Memo to Wednesday Breakfast Group) February 1977.

Appendix C: Development Assistance to Community and Other Groups, 1976-77

<u>Name</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
Kentucky Highlands Investment Corporation London, KY	Title VII CDC	Provided information on labor subsidy and job creation	Sussman
		Demonstrated census and Reporting Information System; provided CDCFC information kit; development banking discussed with director	Albright Michelson Brown Horn-Moo, MacPherson Sussman
Mexican American Unity Council San Antonio, TX	Title VII CDC	Provided information on state economic development programs, data on CDC industrial parks, and sources of public support for industrial park development	Sussman Albright Haberle Yakstick
		Provided information on local multipliers in regard to housing	Michelson
Delta Area Developers Forrest City, AR	Title VII CDC	Assistance in locating a legal accountant	Brown, Deforest Horn-Moo
Impact Seven, Inc. Turtle Lake, WI	Title VII CDC	Assistance in obtaining copy of presidential advisory committee report and in obtaining public relations material	Horn-Moo Brown
		Assistance in developing procedures for an impact study on housing constructed by this CDC and assistance on relocation issue	Michelson Horn-Moo
		Request for publications	Public Affairs Library
		Information to board member on responsi- bilities of board in sponsoring a cooperative; advice on advisability of funding a particular cooperative project	Horn-Moo

<u>Name</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
Chinese Economic Development Council Boston, MA	Title VII CDC	Assistance in reviewing CDC venture plans; provided library information Assistance in locating information on cable TV ventures and in preparing proposal and forms for interim grant Provided board training and board policy materials to this CDC Discussion of the formulation of an OEDP	Horn-Moo Conley Yaksick Library Staff Brown, DeForest Brown, DeForest Brown Yaksick
Union Sarah Economic Development Corporation St. Louis, MO	Title VII CDC	Assisted this CDC in obtaining consultant services	Benton
Greater Roxbury Development Corporation Boston, MA	Title VII CDC	Met with Congressman Moakley's aide and CDC representative to discuss SBA's attitude toward CDC Provided information on operating ratios for supermarkets and department stores in low-income areas Guidance in preparing OEDP; continued work on preparing training program	Horn-Moo Gallup Yaksick Brown
Harlem Commonwealth Council New York City, NY	Title VII CDC	Provided information on housing partnerships	Horn-Moo
Delta Foundation Greenville, MS	Title VII CDC	Provided materials for testimony before Operations Committee	Michelson
The East Los Angeles Community Union Los Angeles, CA	Title VII CDC	Review and comment on research outline for a planners' workbook	Michelson
Zavala County EDC Crystal City, TX	Title VII CDC	Legal assistance on corporate structure to prevent retraction of state charter	Yaksick Horn-Moo

Zavala County, con't.	Title VII CDC	Provided general information and publications	Yaksick
Southwest Virginia Community Development Fund Roanoke, VA	Title VII CDC	Public Affairs and Library staff compiled written testimony by congressional representatives and senators in support of the Special Impact Program for use by SVCDF attorney	Benton Brown Mercer
CDC of Kansas City Kansas City, MO	Title VII CDC	Provided SIC Code Index to this CDC, which wanted a list of all CDC ventures	Bailey
Central Coast Counties Development Corporation Aptos, CA	Title VII CDC	Provided publications and worked with CCCDC in preparing rural caucus presentation at NCCED quarterly meeting	Horn-Moo
West Side Planning Group Fresno, CA	Title VII CDC	Provided Census information to this CDC on other CDCs operating retail food ventures in support of the idea of establishing marketing cooperation between CDCs and CAAs	Brown
Economic Opportunity Commission of Nassau County Hempstead, NY	Title VII CDC	Provided methodology for calculating capital requirements of impact area	Michelson
UDI CDC Durham, NC	Title VII CDC	Information requested on corporate involvement in joint ventures; examples of other CDC experiences given; CDC put in touch with Human Resources Network	Brown, DeForest
Tri-Island Economic Development Council St. Thomas, VI	Title VII CDC	Development assistance provided; information on supermarket management compiled	Brown, DeForest Mercer
Northern Community Investment Corporation St. Johnsbury, VT	Title VII CDC	Assistance in setting up library; presentation to board on CDC concept and board's venture development plans; provided board training; provided information on establishing a venture monitoring system	Mercer Brown, DeForest Horn-Moo Michelson

Appendix C (continued)

Dineh Cooperatives Chinle, AZ	Title VII CDC	Discussion of rural development strategies	Yaksick Horn-Moo
H.E.L.P. Albuquerque, NM	Title VII CDC	Provided information on sources of administration funding	Horn-Moo
West Bank CDC Minneapolis, MN	CDC	Provided information on CDFC and assisted in formulating legislation for Minnesota CDFC	Sussman
Hub Urban Development, Inc. Compton, CA	CDC	Review of material available on development banking in support of Minnesota efforts to establish state bank	Michelson
Jamaica Plain CDC Boston, MA	CDC	Provided information on CDFCs	Michelson
People Organized for Community Development Pensacola, FL	CDC	Discussed successful and unsuccessful CDC activities	MacPhee
Flint Economic Development Corporation Flint, MI	CDC	General information and development assistance	Benton
Paterson Citizen's CDC Paterson, NJ	CDC	General information and sample planning grant proposals	Conley
Southeast Alabama CDC Troy, AL	CDC	General information and publications	Benton
Near East Side Community Organization Indianapolis, IN	CDC	Located technical assistant to prepare energy proposal for CDC	Brown
		Provided bibliography on urban zoning	Mercer
		Provided information on Massachusetts CDFC	Brown

New Dawn Enterprises, Ltd. Sidney, Nova Scotia	CDC	General information and library aid; discussion of legal structures and organizational problems of CDCs, including citizen participation and choice of ventures	Mercer Horn-Moo
Roxbury Action Program Roxbury, MA	CDC	Provided copies of incorporation documents as models for this CDC's attorney; provided information on funding sources for alternative technology	Benton Brown
North Alabama CDC Madison, AL	CDC	Provided planning grant application models	Brown
Community Teamwork, Inc. Lowell, MA	CDC	Provided sources of funding list	Benton
Upper Albany Community Organization Hartford, CT	CDC	Provided information on SBA 502 LDC	Krotosky
CDC of Boston Roxbury, MA	CDC	Located information on funding	Benton
Western Mountain Corporation Carrabasset Valley, ME	CDC	Provided information and referral to assist organization to obtain 501 (c) (3) status	Horn-Moo
Coastal Community Enterprises Corporation Bath, ME	CDC	Provided sample proposal and information on CDC concept	Horn-Moo
D Street Industries South Boston, MA	Crafts enterprise	Provided information on and helped draft CDC incorporation papers	Benton Horn-Moo
Four Rivers Community Development Corporation St. Cloud, MN	CDC	Aid in setting up nonprofit corporation	Horn-Moo
	CDC	General information and publications	Public Affairs

Appendix C (continued)

Coastal Enterprises Development Corporation Bath, ME	CAA/CDC	Reviewed Title VII proposal	Horn-Moo
Bi-County CAP Bemidji, MN	CAA	Provided information on CAAs and economic development	Brown
Concern, Inc. Elizabeth, NJ	CAA	Provided information on CAAs and economic development	MacPhee
North Shore CAP Peabody, MA	CAA	Provided information on CAAs and economic development	Conley Horn-Moo Brown
Albuquerque CAA Albuquerque, NH	CAA	Provided information on using CDBG funding for community economic development	Brown
South East Vermont Community Action Bellows Falls, VT	CAA	Reviewed operation of stove manufacturing enterprise and discussed funding sources	Horn-Moo
Natchitoches Area Action Agency Natchitoches, LA	CAA	Provided information and bibliography for training proposal being developed by this CAA	Gallup
York County CAA York County, ME	CAA	General information and publications	Brown
Kankakee Land Community Development Action Program Kankakee, IL	CAA	Provided general information and regulations	Brown
Southern Kennebec Valley Community Action Program Augusta, ME	CAA	Provided general information and other sources of information on rural economic development in New England	Brown
Community Action of Greater Middletown Middletown, CT	CAA	Provided general information and publications	Brown

Rutland Opportunity Council Rutland, VT	CAA	Provided information on feasibility studies and other sources of information on CAAs and economic development General information and development assistance to this CAA, which is involved in a canning venture and interested in starting maintenance company	Brown
Communities in Action Houston, TX	CAA	Provided general information on sources of funding for community economic development	Brown
On Board, Inc. New Bedford, MA	CAA	Provided information packet on the Massachusetts CDFC and sample bylaws and articles of incorporation for this organization that is applying for CDFC funds	Brown Gallup
Kane County Community Action Agency Batavia, IL	CAA	Provided CSA regulations	Brown
Area-Low-Income Council Devils Lake, ND	CAA	Provided information on conducting feasibility studies and venture selection	Brown
Jefferson Clarion Economic Opportunity Association, Inc. Clarion, PA	CAA	Provided evaluative and economic development planning materials	Brown
Multhomah County CAA Portland, OR	CAA	Provided general information and publications	Brown
Oakland Livingston Human Services Agency Pontiac, MI	CAA	This group was referred to the National Training Institute for Community Economic Development for board training; CCED will work with the organization through NTICED	Brown
Community Action Committee of Lehigh Valley, Inc. E. Bethlehem, PA	CAA	Provided training for new board in conjunction with NCCED	Horn-Moo

Appendix C: (continued)

Calhoun County CAA Battle Creek, MI	CAA	Provided model of planning grant applications and general information	Brown
Kent, Queen Anne & Talbot Area Council, Inc. Centreville, MD	CAA	General information and publications	Brown
Lynn Economic Opportunity Lynn, MA	CAA	Provided publications and names of organizations to contact for setting up a food cooperative	Horn-Moo Mercer
Washington State Assoc. of Community Action Agencies Olympia, WA	CAA organization	General information and publications	Brown
Northampton-Easthampton Day Care Northampton, MA	CAA-supported social service	Requested information on alleviating cash flow problems; referred to SEOC	Michelson
Construct Incorporated Great Barrington, MA	CAA-related housing corporation	Consultation on CDCs, community economic development, legal structures, and venture selection	Horn-Moo
Harlem Urban Development Corporation New York, NY	Community development organization	Information on sources of funding for community economic development	Benton Publications Dep't.
Southwest Corridor Coalition Roxbury, MA	Community development organization	Library information on supermarket development	Conley
Women in Agriculture, Food and Land Reform Northampton, MA	Community development, research, and agricultural group for women	Provided general information on the CDC concept to this group, which is starting a community canning venture with CSA/NERCOM funds	Bailey
		Requested information on technical assistance available to start large-scale food processing ventures	Horn-Moo

Blue Ridge Opportunity Corporation Wellsborough, NC	Community development organization	Provided legal advice on patent questions	Horn-Moo
Ecumenical Social Action Committee Jamaica Plain, MA	Community development group	Provided general information and assistance	Mercer
Art Center Citizen's District Council Detroit, MI	Community organization	Provided information on running public affairs and public relations programs	Benton
Homestead Non-Profit Housing Brattleboro, VT	Community organization	General information on CDC concept	Mercer
Office for Children Hyannis, MA	Social service agency	Legal information on setting up a CDC	Horn-Moo
South Brooklyn Community Anti-Poverty Corporation Brooklyn, NY	Social service agency	Provided general information and publications	Brown
Cambridge Economic Opportunity Council Cambridge, MA	Social service agency	Provided general information and publications	Mercer
California Conservation Corps Sacramento, CA	Rural job development group	Provided general information and publications	Sussman
Upper Valley Energy Coalition Hanover, NH	Rural energy coalition	Provided general information on CDC concept	Benton
Rural Economic Institute Davis, CA	Rural development organization	Provided general information and publications	Brown

Appendix C: (continued)

N.E. Farm Worker's Council Springfield, MA	Hispanic manpower training	Requested information on multi-county community economic development planning	Brown
Opportunities Industrialization Center Roxbury, MA	Manpower training	Requested development assistance	Brown, DeForest
Rural Housing Improvement Wichendon, MA	Housing development	Provided information on CDFC	Benton
Rural Education and Leadership Foundation Jackson, MS	Church organization	Provided sources of information on funding for rural development	Benton
Forest Hill Cooperative Ann Arbor, MI	Cooperative	Provided information on legal forms of CDFCs	Mercer
New England CAP Directors Association Boston, MA	Support group	Presentation on community economic development to Region I Conference	Brown, DeForest MacPhee
Franklin Hampshire Community Land Trust Amherst, MA	Land trust	Met with group and provided information on land trusts, including legal structures	Horn-Moo
The Dominican Sisters of the Sick Poor Cincinnati, OH	Religious order	Aid in locating a technical assistance group to help the order establish a land trust	Brown
Broward Manpower Council Ft. Lauderdale, FL	Manpower training organization	General information and publications information on how to assess failure rate of CDFCs	Michelson
Roxbury Medical Technical Institute Roxbury, MA	Medical institute designed to serve specific community	Provided information on CDFC	Benton

National Black Political Assembly Pittsburgh, PA	Minority caucus group	Provided representative on panel on CDCs	Brown, DeForest
Environmental Information Center Helena, MT	Environmental group	Provided models on how other communities have used natural resources for economic development	Michelson Brown
New England Food Cooperative Cambridge, MA	Retail cooperative	Provided information on locating management assistance	Sussman
Greater Lawrence Chamber of Commerce Lawrence, MA	Business development	Legal assistance on questions related to board composition of CDCs to be funded through Massachusetts CDFC	Horn-Moo
Oneida Tribe of Indians Oneida, WI	Native American tribe	Provided information on Title VII program and Native American organizations funded through OED; provided grant application guidelines	Brown

Appendix D: Consultation with Research, Support, and Technical Organizations, 1976-77

<u>Name</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
Allied Capital Corporation Washington, DC	Venture capital firm	Referred the firm to NCCED to make contact with CDCs that could use its services	Brown
American Society of Planning Officials Chicago, IL	Research organization	Provided information on resources for rural development planning	Yaksick
Beale St. National Historic Foundation Memphis, TN	Land development organization	Provided general information and publications	Horn-Moo
Center for Governmental Studies Washington, DC	Research	Provided information on CCED for their directory	Brown
Center for Community Leadership University of Wisconsin Extension Madison, WI	University	Provided information on rural community economic development	Brown
Center for Rural Affairs Walthill, NE	Rural research center	Provided publication and general information	Brown
Center for the Study of Public Policy Cambridge, MA	Research	General information	Gallup
Center for Economic Development and Business Assistance, Inc. Tucson, AZ	Technical assistance	Provided general information and publications	Brown

Center for Alternative Mining Madison, WI	TA organization	Provided information on state support to CDCs	Michelson
Center House, Inc. Boston, MA	Vocational rehabilitation agency	Provided information on LDCs	Conley
Citizens for Political Action Boston, MA	Citizen action group	Provided information on current state legislation in support of community economic development	Sussman Benton
City-wide Education Coalition Boston, MA	Educational group	Provided general information and publications	MacPhee
Citizens Advisory Committee for CDBG New London, CT	Citizen participation organization	Provided general information and information on monitoring and using CDBGs	Michelson Brown
Citizens Community Finance Commission Santa Cruz, CA	Citizens organization	Provided information on resources for organizing to make banks responsible to communities	Brown
Clemson University Clemson, SC	Agricultural extension service	Provided general information and publications to graduate student	Brown
Clearinghouse for Community-Based Free Standing Institutions Washington, DC	Support organization for rural institutions	Information exchange	Brown
Clark County Legal Services Las Vegas, NV	Legal services	Provided general information and publications	Brown Publications
Committee on Disturbed Adolescents	Juvenile delinquency program	Provided information on programs being established that incorporate the job development aspect with the prevention aspect	Brown

Appendix D: (continued)

<u>Name</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
College of Human Development Division of Community Development University of Pennsylvania	University	Provided information on local multipliers	Michelson
Council on Urban Economic Development Washington, DC	Research and advocacy	Provided copy of development banking legislation	Bailey
Correctional Change Group and Families and Friends of Prisoners Worcester, MA	Prisoners' rights group	Provided general information and publications	Brown
Columbia Point Alcoholism Program Boston, MA	Social service organization	Provided general information	Rose
Cooperative Extension Service Alcorn State University Lorman, MS	University	Provided resources on rural economic development	Brown
Coolidge Corner CDC Brookline, MA	Planning organization	Information on sources of funds for community economic development	Horn-Moo
Columbia Point Development Council Boston, MA	Housing development organization	Provided information on CDCs and funding sources	Sussman Benton
Community Union Franklin County, MA	Rural community organizing group	Provided general information and publications	Yaksick

Doherty, Rumble & Butler Attorneys at Law St. Paul, MN	Legal consultants	Provided general information on CDCs	Brown
Department of Urban Studies Stanford University, CA	University	Provided general information	MacPhee
Richard Delone 25 Everitt Street New Haven, CT	Ford Foundation research grantee	Information on community economic development	Michelson Goldstein
Dept. of Political Science Western Michigan University Kalamazoo, MI	University	Provided critique of research instrument on labor-intensive technology	Michelson
Department of Food and Resource Economics University of Massachusetts Amherst, MA	State Agricultural Extension Service	Information exchange on community economic development	Krotosky Brown
Exploratory Project for Economic Alternatives Gardiner, ME	Research	Provided information on assets of SIP CDCs; and information on CDCs throughout the country	Mercer Canaway
Edmonton Social Planning Council Alberta, Canada	Canadian social service organization	Provided descriptive, theoretical, and evaluative material for Council research project on CDCs	Brown
Exploratory Project for Economic Alternatives Washington, DC	Research organization	Provided review of paper on inflation; provided information on CDCs	Michelson Bailey
Earl Warren Legal Institute of California Berkeley, CA	Title VII support organization	Provided archival material on GAO report on OEO; provided training information on CDC concept; provided bibliography on Native American economic development	Horn-Moo Mercer Brown

Appendix D (continued)

<u>Name</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
Economic Opportunity Council of San Francisco, CA	Community organization	Provided information on applying for Title VII funds	Conley
Fenway Tenants Union Boston, MA	Tenant rights organization	Provided information on urban homesteading programs	Brown
Foley, Hoag, & Eliot Attorneys Boston, MA	Law firm	Provided information on CDCs that have 501 (c) (3) status	Brown
Greater Pittsburgh Business Development Corp. Pittsburgh, PA	Business development organization	Provided information on MESBICs	Yaksick
Harvard Institute in Employment and Training Administration Harvard University Cambridge, MA	Business school	Attended seminar to explain to 60 CETA prime sponsors the value of coordinating manpower training programs with community development efforts	Brown, DeForest
Harvard/MIT student group Cambridge, MA	University	Provided information to students regarding community economic development	Benton Michelson
Hazelton Standard Speaker Hazelton, PA	Newspaper	Provided information to reporter on CDC concept and federal legislation	Benton
Hub-City Urban Developers, Inc. Compton, CA	Development firm	Provided general information	Brown
Hale & Dorr Attorneys at Law Boston, MA	Law firm	Ongoing information exchange with firm's partner who is on the Board of Directors of CDCFC; for example, provided information on EDA programs	Sussman Benton

Howard University School of Business and Public Administration Washington, DC	University	Responded to questionnaire on LDC for Department of Commerce study; provided information on MESBICs	Brown, DeForest Michelson Brown Gallup
International Independence Institute, Cambridge, MA	Advocacy, research, and TA group for land trusts	Discussed setting up alternative investment fund; worked on agreement to provide them with library services on land trusts	Horn-Moo Mercer
Institute for Local Self-Reliance Washington, DC	Research and advocacy organization	Provided information on CDCs involved in land acquisition and development	Benton Horn-Moo
Institute for Man and the Environment Amherst, MA	Rural research group	Information exchange on development banking as a tool for neighborhood preservation	McPherson
		Provided information on sources of information on forestry management	Sussman
		Provided information and educational materials on CDCs	Sussman Benton
International Institute for Environment and Development London, England	Economic research	Provided sources of information on size and efficiency research in relation to community enterprises	Michelson Brown
Ivy City Human Development Project Washington, DC	Neighborhood development	Provided general information	Benton
Intermediate Technology Resource Center Menlo Park, CA	Appropriate technology organization	Provided general information and publications	Brown
Jamaica Plain CDC Boston, MA	Ad hoc organization	Provided information on Massachusetts CDFC	Sussman

Appendix D (continued)

<u>Name</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
Joel Kiryes Monroe, NY	Newly incorporated viallage whose inhabi- tants are Jewish	Provided general information and publications	Brown
Latin American Development Services Corp. Chicago, IL	Hispanic education and manpower organization	Provided general information and publications	Rose
Legal Aid Society of Hawaii Honolulu, HI	Legal services corp.	Provided information on job creation programs	Sussman
Latania Bailey New Haven, CT		Information on community development; discussion of citizen participation; training of personnel	Brown, DeForest Horn-Moo
Library, Federal Reserve Bank of Minneapolis Minneapolis, MN 55480	Bank	Information on community economic development and federal legislation in support of community economic development	Brown
Mexican American Research Center Austin, TX	Research	Provided information on Department of Commerce and other funding of CDC activities	Mercer
Minnesota Center for Com- munity Economic Development Minneapolis, MN	CDC support	Provided information on CDC	Brown
Massachusetts CAP Directors Association Boston, MA	Support organi- zation to Massachu- setts CAAs	Assistance in preparing an economic development program for Massachusetts CAAs	Horn-Moo Sussman Benton
Massachusetts Law Reform Institute Boston, MA	Legal services support	Provided model bylaws and articles of incorporation for groups seeking to become CDCs in Massachusetts	Conley

		Provided information on CETA; provided information on patent law, name filing with Secretary of State, and sources of funds	Conley Horn-Moo
	Mexican-American Community Services Agency, Inc. San Jose, CA	Social services organization	Brown
	Mastronardi Attorney at Law Yarmouth, ME	Legal consultant	Gallup
	National Urban League Washington, DC	Urban civil rights advocacy and research	Benton
		Provided information on CDC impact on unemployment	Gallup
		Provided information on manpower programs used to facilitate community economic development	
	National Council for Social Service London, England	Government social service agency	Horn-Moo
		Provided development assistance and publications information to organization setting up CDCs in England	Horn-Moo
	National Center for Community Action Washington, DC	Support group for CAAs	Brown, DeForest Horn-Moo
		Participation in colloquium on Community Services Act of 1974 and analysis of legislation that affects the poor	Public Affairs
		Provided copies of paper prepared for the White House Task Force by CCED	
	National Rural Center Washington, DC	Research and advocacy	Horn-Moo
		Provided information on CCED for their directory; information exchange on rural guidelines for Title VII	
	National Center for Urban Ethnic Affairs Washington, DC	Research	Brown
		Provided information on CCED for their directory	

Appendix D (continued)

<u>Name</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
National Economic Development Law Project Berkeley, CA	Title VII support organization	Provided information on Massachusetts CDFC and Minnesota CDFC	Sussman
New Orleans Urban League New Orleans, LA	Advocacy and TA	Participation in conference with City of New Orleans to set up continued support for resident-controlled economic development organization.	Brown, DeForest
New School for Democratic Management San Francisco, CA	Technical assistance	Information exchange; review of curriculum for training	Michelson Horn-Moo
New England Non-Profit Housing Association Concord, NH	Housing TA organization	Provided information on rural economic development and current suit against CSA	Brown
New School for Democratic Management San Francisco, CA	TA organization	Provided information on CDCs	Brown
Newton Corner Citizen Committee Newton Corner, MA	Ad hoc citizen participation group	Provided information on citizen participation aspects of CDBG	Brown Conley
New Communities, Inc. New Orleans, LA	Community organization	Provided information on foundation funding	Conley
Northside Development Pittsburgh, PA	Technical assistance	Provided model EDA proposals	Brown Mercer
Northeastern University Boston, MA	University	Provided general information and publications to graduate students	Benton Conley

<u>Name</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
Regional Institute on Employment Policies	Research organization	Provided Massachusetts CDCFC information packet	Brown
St. Paul A.M.E. Church Cambridge, MA	Church	Provided information on community economic development and cooperatives to missionary societies seeking to generate support for school and other activities	Benton
Somerville United Neighborhoods Somerville, MA	Community organization	Provided information on starting a CDC	Sussman Horn-Moo
Sidley & Austin Attorneys at Law Chicago, IL	Legal consultants	Provided general information on CDCs	Brown
Southern Illinois University Carbondale, IL	University	Provided information on CDCs and cooperatives	Brown
The City University London, England	University	Provided general information and publications to graduate students	Brown
Tufts University Medford, MA	University	Provided information to planning student on how to determine housing need	Horn-Moo
The Bush Foundation St. Paul, MN	Foundation	Provided information on CCED and theoretical and descriptive information to the foundation, which is considering implementing programs to support community economic development	Brown
Technical Development Corporation Boston, MA	Technical assistance organization	Provided information on number of CAAs and CDCs in New England area	Benton

Appendix D (continued)

The Real Paper Cambridge, MA	Weekly newspaper	Provided information on job creation for feature article	Sussman
The Youth Project Washington, DC	Support organization	Information exchange	Brown
Training for Urban Alternatives New Haven, CT	Cooperative	Provided general information and publications	Yaksick Brown
Urban & Economic Development Group London, WC2, England	Business and economic development and planning organization	General information and discussion on community economic development and worker cooperatives	Horn-Moo Benton Mercer
Urban Systems Research and Engineering, Inc. Cambridge, MA	Research and TA organization	Provided information on ways of coordinating CETA and community economic development	Michelson Gallup
United Farm Workers Association Springfield, MA	Hispanic manpower organization	Provided information on rural community economic development	Bailey Yaksick
White Welsand Co., Inc. New York, NY	Consultants	Provided information on survey of development finance institutions	Yaksick
Winthrop Rockefeller Foundation Little Rock, AK	Foundation	Provided information on CCED and theoretical and descriptive infor- mation to the foundation which is considering implementing programs to support community economic development	Horn-Moo
Working Papers Cambridge, MA	Magazine	Provided summary of CDFC legislation for a conference on Alternative State and Local Policies	Benton Sussman
Woodstock Institute South Shore National Bank Chicago, IL	Research group working in conjunction with bank to provide banking con- ference for community groups	Provided information on development finance institutions; acted as resource in linking them with CDCs	Sussman McPherson Brown

New York Law School New York, NY	University	Provided information to faculty member seeking to establish an urban law that would assist those working in the field of community economic development	Horn-Moo
Northeast Regional Center for Rural Development Ithaca, NY	Social service organization	Provided general information	Gallup
Opportunities Industrialization Center, Inc. Burlington, VT	Manpower training	Provided general information	Brown
Price Waterhouse, Inc. Boston, MA	Consultant and accounting firm	Information on Massachusetts CDFC Provided information on CDCs, development banking, and evaluation of CDCs	Horn-Moo Gallup Sussman
Proforma, Inc. Cambridge, MA	Consultant group	Provided information on Massachusetts CDFC Provided general information	Benton Sussman Sussman Gallup
Rockville Consulting Group, Inc. McLean, VA	Consulting and technical assistance organization	Provided slides for Impact Seven board training	Brown
Rural Economics Institute Davis, CA	Social research organization	Provided information on rural community development	Brown
Representative, City of El Paso, TX	Ad hoc organization	Provided information on CDC concept	Brown Conley
Riverside Cambridgeport Community Corp. Cambridge, MA	Housing development	Provided information on Massachusetts CDFC	Brown

Appendix E: Consultation with Federal, State, Regional, and Municipal Governments

<u>Name</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
Senate Committee on Nutrition and Human Welfare U.S. Congress	Federal/legislative	Provided information on CDC concept and Massachusetts	Horn-Moo
Secretary Carla Hills Presidential Task Force on Urban Revitalization Department of Housing and Urban Development Washington, DC	Federal	Provided information on CDC concept and profiles of urban CDCs as models for revitalizing urban neighborhoods; discussed topic with Secretary Hills	Horn-Moo
Community Services Administration	Federal	Provided transparencies and write-up to CSA Washington Public Affairs exhibit; participated as panelist in CSA Region V conference on community economic development	Brown Horn-Moo
Office of Management & Budget Washington, DC	Federal	Provided information about the programs of OMBE, EDA, SBA, and CSA that support community economic development	Mercer
Department of Commerce Washington, DC	Federal	Reviewed issues of how the Department could best coordinate its resources for community development	Horn-Moo Mercer
Economic Development Administration Department of Commerce Washington, DC	Federal	Participated in National Public Advisory Committee discussion on need for national development bank	Michelson
Representative John Conyers U.S. Congress (Michigan)	Federal/legislative	Legislative Assistant to Representative Conyers visited CCED offices for general information on organization and CDCs	Michelson

<u>Name</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
Representative Mathew McHugh 27th Congressional District Washington, DC	Federal/Legislative	Provided information on legislative history of Title VII	Mercer Horn-Moo
Congressman James Weaver Eugene, OR	Federal/Legislative	Provided general information on CDCs	Brown
Representative Wyvetter H. Young U.S. Congress (Illinois)	Federal/Legislative	CCED staff member spent a day with Representative Young and members of the East St. Louis community consulting on sources of funds to build a new community based on Buckminster Fuller design	Horn-Moo
Office of Technology Assessment Washington, DC	Science Advisory Committee to U.S. Congress	Provided bibliographical information and publications on appropriate technology to this committee	Brown Yaksick Gallup
U.S. Department of Agriculture	Federal	Provided information on sources of craft marketing	Library
General Accounting Office	Federal	Request for information on community economic development activities undertaken by all forms of community groups throughout the country. Research staff explained difficulty of task and offered to share results of CCED study identifying community economic development groups around the country	Krotosky
Community Services Administration, Region I	Federal	Provided information on solar technology	Gallup

Appendix E (continued)

Community Services Administration Office of Economic Development	Federal	Provided bibliography on community ownership of ventures: theoretical evaluation, mechanisms for ownership, etc.	Gallup
U.S. Department of Agriculture Washington, DC	Federal	Provided CCED publications on rural economic development	Brown
U.S. Department of Housing and Urban Development, Region I Boston, MA	Federal	Provided list of organizations working with minorities and female heads of households for outreach program for HUD	Benton
Department of Planning Westchester County, NY	State	Provided general information on CDCs	Brown
Massachusetts Office of State Planning	State	Provided directory of community economic development groups in state	Brown
		Provided information regarding CDCs that need planning funds	Sussman Benton
Massachusetts Economic Opportunity Council Boston, MA	State	Provided information on number of CDCs in the state, information on CDC experience with franchises, and information on development finance	Benton Michelson Yaksick
Massachusetts Dept. of Community Affairs	State	Assisted in developing survey instrument for Massachusetts CAP technical assistance needs	Horn-Moo
		Provided information on CAA involvement in housing in this state and information on formation of CDCs	Benton Yaksick
		Provided general information and publications	Benton

<u>Name</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
Michigan Department of Commerce Lansing, MI	State	Provided information on Massachusetts CDCFC	Brown
Michigan Department of Labor Lansing, MI	State	Provided information on CAAs and economic development, housing development, and CETA	Brown MacPhee
Maine Office of State Planning Augusta, ME	State	Provided general information and publications	Horn-Moo
Massachusetts Office Human Services Boston, MA	State	Provided information on CDCs and community economic development activities in this state	Sussman
Senator Backman Commonwealth of Massachusetts	State	Consulted on import substitution in Massachusetts and other issues related to state economy	Michelson Horn-Moo
Representative Royal Bolling Massachusetts General Court	State	Provided information on forming a CDC	Sussman
Office of Minority Business Enterprise Nashville, TN	State	Provided updated list of Title VII CDCs for the Tennessee directory of sources of equity capital	Brown
Executive Office of Human Services Commonwealth of Massachusetts	State	Assistance in evaluating import substitution data	Michelson

Appendix E (continued)

Social and Economic Opportunity Council Commonwealth of Massachusetts	State	Presentation of testimony in support of Council's platform on need for employment opportunities in state	Michelson
Department of Housing and Community Development Sacramento, CA	State	Provided information and publications on Massachusetts CDFC	Sussman
Department of Economic Development St. Paul, MN	State	Provided publications	Brown Publications
Illinois Office of Manpower and Human Development Springfield, IL	State	Provided information on known CDCs and community economic development groups in state	Brown
		Provided general information and publications	Bailey
Job Creation Task Force Boston, MA	State	Discussed with this group ways of using job creation programs with CDFC; provided names of community economic development organizations within the state; provided information on Title VII program	Sussman Benton Gallup
Economic Development Project Coordinating Committee Boston, MA	State	Provided list of community economic development organizations that might be interested in funds available through this committee	Benton
Connecticut State Legislature Hartford, CT	State	Provided information on methods of assessing impact of relocation of employees	Yaksick

<u>Name</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
Massachusetts State Economic Opportunity Committee Boston, MA	State	Provided information on linked deposits research data on CDC ventures	Michelson Steele
Massachusetts State Legislature	State	Provided information to committee on state purchasing policies and tax incentives to stimulate economy	Michelson
Mt. Vernon Urban Renewal Agency Mt. Vernon, NY	Municipal	Provided information for planning grant application	Brown
Millbury Planning Board Millbury, MA	Municipal	Provided information kit on Massachusetts CDFC	Brown
Department of Community Development Paterson, NJ	Municipal	Provided general information on starting a CDC	Benton
Mayor's Office Chicopee, MA	Municipal	Provided follow-up information on Massachusetts CDFC	Benton
Boston Redevelopment Authority Boston, Ma	Urban renewal authority	Provided information on sources of funding for a commercial development tract	Yaksick
Community Development Department Cambridge, MA	Municipal	Provided CSA instructions	Conley
Community Development Department Allentown, PA	Municipal	Provided evaluative, descriptive, and policy materials on CDCs and the Title VII program	Brown

New England Regional Commission Boston, MA	Regional (planning organization)	Assistance in developing a New England clearinghouse on community economic development	Conley
Department of Local Affairs, Office of Rural Development Grand Junction, CO	Regional (planning organization)	General information and publications	Brown
City of Benton Harbor, MI	Municipal	General information and publications	Brown
City of Madison, WI	Municipal	General information and publications	Brown
Comprehensive Planning Department Berkeley, CA	Municipal	How to use CDC concept in citywide effort to involve residents in community redevelopment; also provided publications	Horn-Moo
City Council Boston, MA	Municipal	Provided information on how to start a CDC	Benton
Economic Base Program Stamford, CT	Municipal	Provided information on CCED and CDCs	Brown
Department of Community Development Los Angeles County, CA	County	Provided samples of accepted Title VII planning grant applications	Benton
Columbia Region Association of Governments Portland, OR	Regional government consortium	Provided information on appropriate technology literature	Benton Yakstick
The Papago Tribe of Arizona Sitts, AZ	Native American tribal government	Provided bibliographical information on Native American approaches to community economic development	Conley

<u>Name</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
Central Council of the Tlingit and Haida Indians Juneau, AK	Native American tribal government	Provided general information and publications	Brown Publications
Department of Indian Affairs Ontario, Canada	Canadian government	Provided bibliography and resource information regarding Native American economic development	Brown

New England Regional Commission Boston, MA	Regional (planning organization)	Assistance in developing a New England clearinghouse on community economic development	Conley
Department of Local Affairs, Office of Rural Development Grand Junction, CO	Regional (planning organization)	General information and publications	Brown
City of Benton Harbor, MI	Municipal	General information and publications	Brown
City of Madison, WI	Municipal	General information and publications	Brown
Comprehensive Planning Department Berkeley, CA	Municipal	How to use CDC concept in citywide effort to involve residents in community redevelopment; also provided publications	Horn-Moo
City Council Boston, MA	Municipal	Provided information on how to start a CDC	Benton
Economic Base Program Stamford, CT	Municipal	Provided information on CCED and CDCs	Brown
Department of Community Development Los Angeles County, CA	County	Provided samples of accepted Title VII planning grant applications	Benton
Columbia Region Association of Governments Portland, OR	Regional government consortium	Provided information on appropriate technology literature	Benton Yaksick
The Papago Tribe of Arizona Sills, AZ	Native American tribal government	Provided bibliographical information on Native American approaches to community economic development	Conley

<u>Name</u>	<u>Type of Group</u>	<u>Focus of Consultation</u>	<u>CCED Staff Involved</u>
Central Council of the Tlingit and Haida Indians Juneau, AK	Native American tribal government	Provided general information and publications	Brown Publications
Department of Indian Affairs Ontario, Canada	Canadian government	Provided bibliography and resource information regarding Native American economic development	Brown

Appendix F: Status of Research Projects

Project	Type	Monitor	Status	Expected Completion	Expected Publication
Legal Structures	Contract	SHM	Contractor's performance unsatisfactory, uncertain what will be done		
Non-SIP CDCs List Directory	Contract In house	JM JM	In Publications Department In Publications Department	complete complete	12/77 12/77
Local Gov't Relations	In house	JM	Draft in review	12/77	
Food Stamps	Contract	JM	Complete	complete	published 6/77
Neighborhood Gov't & Decentralization-Actual and Theoretical	Contract	JM	Contract paper not intended for publication	complete	
Neighborhood Gov't & Decentralization- Implications for CDCs	In house	JM	Work taken over by non-paid student. Draft reviewed, further work proceeding	1/78	
Overview of Local Gov't Relations	In house	JM	Newsletter article		published 2-3/77
Acquisitions Manual	Contract	WM	Material turned in by INED was unacceptable; the project has been abandoned		
Census II	In house	WM	Complete, available for research use	complete	
Census III	In house	KM	In process		
Land Trust Census	In house	SM	Negotiation of new contract in process		
Development Banking	In house	KM	One volume complete, two in process	11/77	
Abt Reanalysis	In house	SM	In Publications Department		7/77

Project	Type	Monitor	Status	Expected Completion	Expected Publication
I/O Planning Model	Acquisition	SM	Agreement reached with author not to publish		
Economic Impact	Contract	SM	This was review of I/O planning model		
State Bank Coordination	In house	SM	Questionnaires have been sent out, answers received and tabulated, and analysis is in process	10/77	
Resource Exploration	In house	SM	Project terminated as it was deemed not fruitful		
Data Base Support System	In house	SM	Four papers in research review	12/77	published 5/77
Community-Based Canneries	Contract	SM	Complete		
Monitoring Systems	In house	SM	In process	3/78	
NCAT	In house	SM	Survey and analysis of several fields of appropriate technology, under contract from NCAT	4/78	
SIP	In house	SM	A survey, analysis and presentation of performance measures for the Special Impact Program	8/77	
Fishing Cooperatives	Contract	SM	Negotiations for contract under way	12/77	

Appendix G: Conference Participation - July 1, 1976 to June 30, 1977

<u>Sponsoring Organization</u>	<u>Purpose of Conference</u>	<u>Date/Place</u>	<u>How Staff Participated/Results</u>	<u>Staff</u>
CCED	To bring together CDC planning and economic & business development staff to share experiences and perspectives	10/St. Louis	P.A. & Research Staff organized conference and prepared packets	
			Task Force set up to follow up CDC staff suggestions	
CCED	Summary & analysis of Mass. CDFC enabling legislation was presented	11/13 Cambridge	Conference organized by P.A. staff. Information packet on CDFC prepared from conference for general public	Benton Brown Sussman Horn-Moo Brown, DeForest Michelson
Northeast Conference on Alternative State and Local Public Policy		11/76 Hartford	Panelist	Brown, DeForest
Southwest Corridor Coalition			Lunch speaker	Brown, DeForest
CSA Region V	To familiarize Region V CAAs with concept of CDC and community economic development	4/77 Chicago	Panelist	Horn-Moo
NCCED	Quarterly meeting	1/77 Phoenix	Participated on legislative committee, rural caucus committee, and assisted NCCED with bylaw revisions	Brown, DeForest Horn-Moo

<u>Sponsoring Organization</u>	<u>Purpose of Conference</u>	<u>Date/Place</u>	<u>How Staff Participated/Results</u>	<u>Staff</u>
NCCED	Annual meeting	Washington 2/77	CCED staff were panelists	Rose Benton MacPhee Horn-Moo
NECAP Directors meeting	Proposal for technical assistance			MacPhee Krotosky
	Regional resource mobilization	Boston 2/77		
Housing Assistance Council	Rural Housing	Durham, NH 4/77	Drew up policy statements on housing needs of rural poor	Brown
Pyramidwest Development Corporation	Tenth anniversary	Chicago 6/7-6/9/77	Planning advice/ Resource Person	Brown Brown, DeForest
Woodstock Institute		Chicago 6/6-6/17/77	Conference Participants	Brown MacPherson
Seventh National Symposium on State of the Black Economy	Annual meeting	Atlanta 6/77	Conference Participants	Benton
National Conference of Neighborhood Councils		Jacksonville, FL 5/77	Resource	Brown, DeForest
NECAP Directors	Annual meeting	Durham, NH 6/77	Resource and dis- cussion on CAAs and CED	MacPhee Horn-Moo

Appendix H: CCED Bibliography, 1969-1977

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